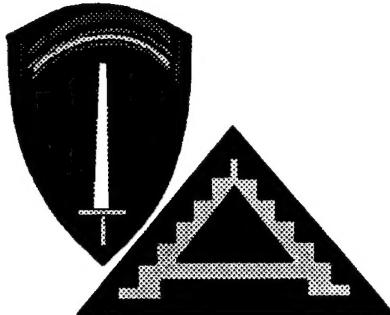


ORSA - 9601

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and
SEVENTH ARMY



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ANALYTICAL SUPPORT
TO
OPERATION JOINT ENDEAVOR

by
Barbara Bormolini
Robert Klemmer
Norm Trier

APRIL 1996

OPERATIONS RESEARCH / SYSTEMS ANALYSIS CELL

HEIDELBERG, GERMANY

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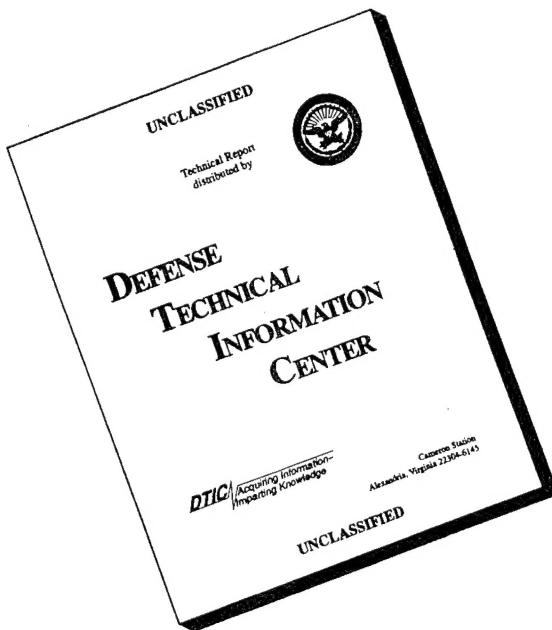
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Analytical Support to Operation Joint Endeavor

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We wish to acknowledge the support and direction provided by the Crisis Action Team Director, COL Paul Tiberi and the CAT Team Chiefs: LTC Behnke, LTC McFeeters, and LTC Phillips, especially at the beginning while we were still learning where we fit in. A special thanks and tribute go to our office chief, LTC Michael Lally, whose leadership, foresight, and perseverance made this successful effort possible. We wish to commend our fellow analysts: Mr. Ed Glavan, Ms. Wallis Berrios, and Mr. Duane Gory, whose dedication through the long, grueling hours, made this effort a complete success. It is important to note that the analysts came from varied backgrounds, skill areas and experience levels. This and the fact that we had known each other for less than four months is all the more laudable that we were able to quickly, effectively, and professionally coalesce into a productive team. Over the 71 day period of the Cell's involvement, the 7 analysts of the ORSA Cell provided 2.2 work-years of support, produced 9 major products, conducted numerous interviews and special quick turn-around projects and provided significant daily products. Quite an accomplishment for such a small group of people!

Analytical Support to Operation Joint Endeavor

Introduction

As a result of the Dayton Peace Accord in the summer of 1995, the U.S. Army as part of the NATO Implementation Force became an element of Operation Joint Endeavor. During execution of Operation Joint Endeavor and the deployment of U.S. Forces to Bosnia-Herzegovina (B-H), the Operations Research / Systems Analysis (ORSA) Cell was directed to assist the HQ USAREUR Crisis Action Team (CAT). The Chief and 6 ORSAs were brought under the operational control of the Director of the CAT. The ORSA Cell provided continuous 24 hour coverage from the 22nd of November 1995 through the end of January 1996, and produced a variety of analytical products for use by the Director and the Staff Element members of the CAT. Traditional as well as emerging ORSA technologies were used to produce a number of analytical and managerial products. These products described in detail in this report, varied from establishing the USAREUR time line with all critical events and decision points, to identifying critical pre-deployment tasks to be accomplished, to mapping out the construction of the base camps and the unit flows into the theater, to projecting the population buildup in the deployed countries.

Background

Bosnia-Herzegovina (B-H) has one of the most unique historical positions and geographic locations in the world. Centuries of ethnic and religious fighting, highlighted by the beginnings of two World Wars were ignited by events that took place in this area. Additionally, it has been the dividing lines between the world's three major religions; Catholicism, Orthodoxy and Islam. This area of Eastern Europe, with its geopolitical, economic and religious differences, has been the location of extensive warfare among the Croats, Serbs and Muslims for centuries. The 1991 demographics show that 41% of the population were Muslims , 31% were Serbs and 17% were Croats.

The "harmony" of the post-World War II era was a result of the dictatorial rule of Josip Broz (Tito) and the area's position as a buffer between the East (Warsaw Pact) and the West (NATO). With the death of Tito in 1980 and the threat of the cold war ended, the 1990's brought significant change and unrest, and polarization began anew. As a result of these changes, old animosities surfaced between the richer northern regions and the poorer southern regions with a concurrent resurgence of the strong ethnic/nationalists hatreds. The post-communist leaders fostered these hatreds for their own political and electoral benefits with a complete breakdown of civil and social structures. A civil war had begun.

During the early 1990s, the uncontrolled turmoil, fighting and deaths which took the form of "ethnic cleansing" led to the world community demanding peace. The United States took the lead and assembled the warring factions in the summer of 1995 to hammer out what is now called the Dayton Peace Accord. This Accord formulated the conditions

Analytical Support to Operation Joint Endeavor

necessary for a cease fire and established NATO as the Implementation Force (IFOR) of the Accord.

The United States along with other members of NATO as members of IFOR were given specific areas to secure, with mission objectives and a timeline for execution. Deployment was to begin in November 1995 and be completed by 20 January 1996.

During the November 1995 time frame, the U.S. embarked on planning the deployment of forces into B-H. This was to be the largest peace enforcement mission in our history. The effort entailed movement of over 20,000 troops and their equipment from various points in Europe and the U.S. through several countries to multiple locations in the Area of Operations (AO). The primary method for inter European movement was to be rail. This effort fit well within the mission of HQ USAREUR to maintain a combat-ready, forward-deployed force capable of providing immediate responses in support of NATO, U.S. bilateral, U.S. multilateral, and U.S. unilateral objectives.

The operation was to be staggered and sequenced by first deploying forces to Hungary, establishing an Intermediate Staging Base for the reception, staging, onward movement, and integration, constructing a base camp in Croatia near the Sava River, opening Lines of Communications (air, ground and electronic), including the building of the bridge over the Sava River, and subsequently deploying forces to Bosnia-Herzegovina. In concert with NATO elements and in accordance with the Dayton Accord, the HQ USAREUR Crisis Action Team (CAT) was responsible for coordinating and directing all activities concerning the deployment of the United States Army's forces and their equipment. During the early planning stages, it became apparent that some independent analytical group would prove worthwhile. The HQ USAREUR Operations Research Systems Analysis Cell was directed to provide that assistance.

Scope of Effort

The ORSA Cell was tasked to provide analytical support of undetermined levels, for an unspecified time to the USAREUR Crisis Action Team Director. The role was one of unlimited scope. The CAT Director was aware of a need to first focus on the development of a timeline so that all activities of the operation could be synchronized. This required objective analysis that an independent asset like the ORSA Cell could provide. Additional tasks and support to be conducted on a variety of topics was yet to be specified. After the Timeline was established, the CAT Director placed no limitations on the breadth, depth of activities or the access of the ORSA Cell to anyone or organization determined by the Cell to be significant to the development of efforts.

With this as a mandate, the Cell began to explore potential projects beyond the preparation and maintenance of the timeline. Rapidly, areas in logistics, transportation, force movement, base camp construction, unit flow and deployment population tracking and projection became tasks of the ORSA Cell. To accomplish many of the tasks, the Cell

Analytical Support to Operation Joint Endeavor

expanded on the traditional ORSA skills into problem prediction/resolution, asset management, and analysis of international agreements with potential political, economic, and treaty impacts on the operation. With direct and unlimited access to the staff, the Cell became fully integrated into the CAT operations with representation at meetings such as the TPFDD Deconfliction Conference, USAREUR Movement Board, CINC Daily updates and the CAT Shift Changeover Briefings. The Cell briefed their products constantly and provided "on the spot" analysis and comments upon request.

This in-depth exposure to all aspects of the management and execution of the planning and deployment phases of the Operation, plus the independence of the Cell and the growing informational data base, allowed the Cell to become predictive and proactive. In this role, the Cell was able to determine critical events and advise USAREUR of potential issues in the Operation.

Summary of Efforts

The following provides a summary of the ORSA Cell's major involvement. Examples of the final products, along with other pertinent information, are contained in the appendices. Project books with Computer diskettes were kept on each of these efforts, as were daily shift logs, providing an audit trail for the work accomplished.

The reason for the initial ORSA Cell involvement was to capture pertinent information concerning important political and military events and dates (**POL-MIL Timeline**) and to structure a baseline for all members of the Headquarters to use as a point of departure. The Crisis Action Team Director needed a method to focus the efforts of the USAREUR Staff and focus briefings with Senior Leaders. The Chief of Staff tasked the ORSA Cell to work with the CAT to develop a methodology to collect and identify critical information and develop a means to portray the critical information to the CINC.

The ORSA Cell coordinated with the USAREUR Political Advisor, DCSOPS, PAO and other staff sections to identify all key events and dates leading up to the deployment of forces to Bosnia-Herzegovina involving organizations external to and within USAREUR. These Key Political-Military and USAREUR events were laid out on a timeline to identify CINC decision points, facilitate discussions with Senior Leaders and synchronize the efforts of the staff.

The POL-MIL Timeline was briefed to the CINC and USAREUR Staff daily during the B-H Updates. This information was used to synchronize and focus the USAREUR Staff, V Corps, and 21st TAACOM efforts. Furthermore, a common timeline and reference points were established which facilitated the timely exchange of critical information.

The ORSA Cell, using this technique, integrated the military, political and diplomatic actions and decision points as they took place and were anticipated. This became the

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single "baseline" for all staff element planning and the update briefings for the CINC. With this as a lynchpin, all elements of the USAREUR Staff were synchronized in the execution of their activities supporting Operation Joint Endeavor. The final result of this effort is shown in Appendix A.

The CAT Director also needed a method to focus the efforts of the CAT and its members for briefings and discussions with Senior Leaders. The ORSA Cell developed a series of charts depicting the flow of forces in the Area of Operations (AO) for the Planning, Preparation and Deployment Phases of Operation Joint Endeavor. Coordination was made with DCSOPS-Plans, the entire Crisis Action Team, and V Corps, G-3 Plans. The charts depicted the Force Packages, planned deployment windows, key units, and critical dates.

During the Deployment Phase, these charts depicted the flow of force packages, key dates tied to treaty implementation events, and color codes (Green-on track, Amber-could cause problems and Red-impacting operations) to illustrate whether the flow was on time or late. After several of the U.S. Force packages closed, the flow of Multinational Forces into the Area of Operations were depicted.

The charts were briefed to the CINC and other Senior Leaders during the daily B-H Updates. The charts helped focus the efforts of the Crisis Action Team and gave the CAT Director a visual outline to use when summarizing significant activities during the B-H Updates. Final versions of the USAREUR Campaign Plan charts are shown in Appendix B.

The efforts of the ORSA Cell expanded to assist in the collection of critical facts to aid the CAT Director and the CAT Shift Team Chiefs in the identification and tracking of critical tasks required in the planning phase of Operation Joint Endeavor. ORSA Cell developed a methodology to collect task information from each staff element, resulting in the development of a critical task list and identification of the critical path for the senior leadership and Crisis Action Team. Using a project management software package, a Master Task List data base of 647 tasks were identified and captured on a single data file that could be sorted on any number of indices (such as Force Package, date, place and/or Staff Element). This data file was maintained until the deployment of forces started. Details of the Master Task List can be found in Appendix C.

All of these Products were used by the Staff to insure that all tasks were identified and sequenced, start/stop dates and duration of operations were determined, and that linkages and relationships were established within functional areas, between areas and within force packages.

The CAT Director used the task list to oversee the planning and pre-deployment responsibilities of USAREUR. Products also provided a mechanism to identify critical events and specified or implied tasks, the completion of which were essential to mission accomplishment.

Analytical Support to Operation Joint Endeavor

The task list effort produced several products including sorts by Staff Element (10) and Force Package (6) that were the basis for the development of the "Critical Issues" lists. These issues were "critical" because, if not accomplished as planned, there would be a degradation of USAREUR's ability to meet the requirements of the operation. These Critical Issues lists were used to provide high visibility and monitoring of the most important tasks in the Pre-deployment planning phase. Another benefit was greater communication among staff elements. For Example, DCSLOG had to consider the personnel impacts of LOG decisions, DCSOPS movement plans had to consider DCSLOG's ability to put equipment and materials where needed. The outcome was that POCs became more knowledgeable of the staff interdependence and realized that they must consider how their decisions affected other functions. The **Critical Issues** are found in Appendix D.

Another significant effort of the ORSA Cell was the tracking of the deployment of troops and equipment to the AO for each force package. The international agreement decreed that a strict deployment schedule of troops to Bosnia-Herzegovina be followed. The CINC also wanted a method to evaluate the deployment of units and their equipment, as well as a 5-day forecast for planned deployments. The Cell developed a methodology which depicted the daily progress of each force package and their planned deployments. ORSA Cell recommended the use of deployment charts that compared the number of personnel and equipment (expressed in short tons) in the TPFDD (requirement) to the actual and scheduled deployment over time. Data concerning actual movements was collected from various sources. Information about scheduled movements was obtained and used to project progress through a five day window for each force package: NATO Enabling, National Support Element, Line of Communications Force, Initial Entry Force, Strike Force, and Task Force Eagle.

These charts were updated daily to provide the CINC with a current picture of the forces and equipment flowing through and entering the designated Areas of Operations. Although routine, this task was significant because the Peace Accord specified specific numerical limits of troop deployments to B-H. Deployment charts were included in the daily B-H Update to the CINC. Also, ODCSENGR used the charts to project initial billeting requirements down range. The summary of this effort is found in Appendix E.

Management of the Unit Flow & Base Camp Construction (Appendix F) was critical to the success of the deployment. In order to identify, track and monitor the establishment of the base camps, the Cell developed PERT (Project Evaluation and Review Techniques) charts to track the progress of the base camp construction and the flow of the Forces to/through each camp. This provided visibility of the operations, movements and progress of units toward closure of this phase of the operation.

Senior Leaders became uncomfortable with the base camp construction schedule and whether it supported the flow of forces. CINC's Initiative Group and ORSA Cell worked together to analyze the problem and develop recommendations. The objective was to

Analytical Support to Operation Joint Endeavor

analyze the flow of forces into B-H to determine if it established sufficient force to Monitor the Zone of Separation and implement the treaty relative to the Zone of Separation. An additional objective was to determine whether force flow was synchronized with base camp construction schedule.

The ORSA Cell developed PERT charts to show the relationship between the flow of forces into B-H and building thirteen base camps, and to determine whether or not units would meet prescribed goals for closure. The PERT charts clearly identified the critical path of base camp construction. The charts illustrated the tight timelines and critical relationship between construction units, units that secure and check the area for mines, base camp construction schedule, requirements for construction material and tents, and when units would be able to move into a base camp.

PERT charts were briefed to all Senior Leaders and posted in the CINC Huddle Room (Executive meeting room). Recommendations to detach units involved in base camp construction from other missions and to expedite deployment of engineer units and construction materials were implemented. ODCSENGR used the PERT chart to track the progress of base camp construction.

The ORSA Cell also was involved with the USAREUR Movement Board process. The CINC's Initiative Group requested the Cell to review and verify future (6 days out) Planned/EUCOM validated TPFDD requirements and to incorporate emerging requirements that had TPFDD impact. This product directly influenced the generation of air and rail schedules. The process is depicted in Appendix G.

Throughout the deployment, EUCOM and DCSPER were constantly being asked for predictions of number of personnel downrange on any given date. The actual deployment, movement and arrival of US Forces had to be closely monitored to ensure that the implementation dates of the Peace Accord were met and the population caps were not exceeded. To help quickly answer questions concerning the number of people deployed, the ORSA Cell developed a quick methodology for predicting the deployed population in Hungary, Croatia, and B-H over time. This product tracked these numbers and extrapolated estimates to predict populations for each of the designated areas. This Chart was maintained daily and used at the action officer level to track actual deployment numbers and to support estimates on future numbers. The deployment projections were also used to predict the number of troops deployed at Christmas and on the 15th of January for briefings to the White House. The Deployment Population Projection charts are contained in Appendix H.

Closing Observations

Throughout the deployment, the ORSA Cell was a valued asset for its inherent skill and experience level and its ability to provide quick and insightful responses to a wide variety of tasks. Upon reflection, some of the reasons which this effort was so successful

Analytical Support to Operation Joint Endeavor

was that the ORSA Cell had independence of action and was composed of analytically strong individuals, wanting to contribute and committed to providing the Army with the best answer possible. This allowed the CAT Director to ask us to focus on specific events, addressing the potential problem area from an overall viewpoint, not being impeded by day to day tasks which consumed most of the members of the CAT. The ORSA Cell, along with the CINC's Initiative Group looked to the future in identifying critical events and specific tasks which had to be accomplished in order to keep the deployment operation going smoothly. It is easy to recommend for future deployments or re-deployments, that a group of individuals similar to those in the ORSA Cell and the CINC's Initiatives Group be assigned to the CAT Director. That group needs to possess skills which are analytically based, have a thorough knowledge of military operations, and possess a willingness to tackle a multitude of challenging problems.

During the utilization of the ORSA Cell in support of the execution of Operation Joint Endeavor, the Cell's value increased exponentially. With it's early success of producing a coherent and valid Timeline, the confidence in and experience of the analysts grew. Their ability to anticipate issues and provide quick, accurate and useful responses to a variety of tasks became a mainstay of the CAT operations.

None of the analysts had a previous opportunity to observe first hand the complexities and intricacies of the movement of so many soldiers and associated equipment to meet an Army mission. The internal operations, requirements and deadlines each staff element had to execute in precise sequence was impressive and noteworthy. Additionally, the team had the opportunity to observe and understand the Multi-National, NATO, and EUCOM interactions required to effectively execute a deployment of this magnitude.

The involvement of the ORSA Cell in the execution of Operation Joint Endeavor was by far the most intense developmental experience any of the analysts could have wanted. It not only brought to the fore the value and significance of a variety of ORSA techniques, but provided each individual with in-depth knowledge of "How the Army Deploys." As a result, the analysts developed an appreciation of the complexities of deploying a modern day army in a multi-national scenario. Even more so, the analysts developed an overwhelming appreciation for the skill, competence, experience and dedication of the U.S. Army officers and enlisted soldiers.

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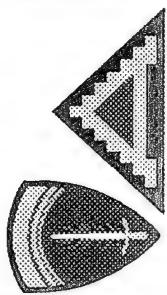
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HQ USAREUR & 7/A:
 - 1 - CMD GP
 - 1 - DCSPER
 - 1 - DCSINT
 - 1 - DCSOPS, ATTN: AEAGX-O
 - 1 - DCSENGR
 - 1 - DCSLOG
 - 1 - DCSRMM
 - 1 - DCSIM
 - 1 - MIL HIST

APPENDIX A

POLITICAL - MILITARY TIMELINE

POL-Mil Timelines

- 1. SPONSOR:** Chief of Staff
- 2. OBJECTIVE:** To graphically depict the Political and Military events leading up to the deployment of forces to Bosnia-Herzegovina and identify CINC Decision Points in order to facilitate discussions with Senior Leaders and synchronize the efforts of the staff.
- 3. BACKGROUND:** Director, Crisis Action Team needed a method to focus the efforts of the USAREUR Staff and focus briefings with Senior Leaders. CoS tasked ORSA Cell to work with the Director, Crisis Action Team to develop a methodology to collect and identify critical information, and develop a means to visually portray the critical information to the CINC.
- 4. DISCUSSION:**
 - a. ORSA Cell developed a methodology to collect and identify critical information from the Staff. These are discussed in Appendix C, Master Task List, and Appendix D, Critical Issues.
 - b. ORSA Cell coordinated with the USAREUR Political Advisor, DCSOPS Plans and Operations Division Chiefs, and other staff sections as required to identify key events and dates involving organizations external to USAREUR, and events and dates controlled by USAREUR.
 - c. Key Political-Military events and USAREUR events were laid out on a timeline to facilitate identification of CINC Decision points.
- 5. RESULTS:**
 - a. Charts were briefed to the CINC and USAREUR Staff during the daily BH Updates.
 - b. Charts helped synchronize and focus USAREUR Staff, V Corps and 21st TAACOM efforts. Furthermore, a common timeline and reference points were established which facilitated the exchange of critical information.
- 6. STATUS:** Last charts developed and briefed on 18 Dec 95. These charts are displayed on the following pages.



POL-MIL TIMELINE

AS OF: 180400Z DEC 95

SOFA / TRANSIT AGREEMENTS

CONGRESSIONAL CONSULTATIONS

JCS
ALERT
ORDER

DAYTON
PEACE
AGREEMENT

RECEIVED
EUCOM
BI-LATERAL
AUTH

SOFA
HUNGARY

NATO MC
REVIEWED
ACTORD
REQUEST

EUCOM
ALERT
ORDER

DIPLOMATIC NOTE
REC BY
HUNGARY

2
NOV

14

21

25

28

29

USAREUR
ALERT
ORDER

72-HR
RECALL

CROSS-LEVEL
USAREUR
DEPLOYMENT
PLAN

TPFDD
CONF

A-3

LOGCAP

EQUIP FMC
ID REAR DET CDR
LOAD PLANS

PDP
MAPS

PROP HAND OFF
POV

HHG
DRAW CL V

C-6

C-5

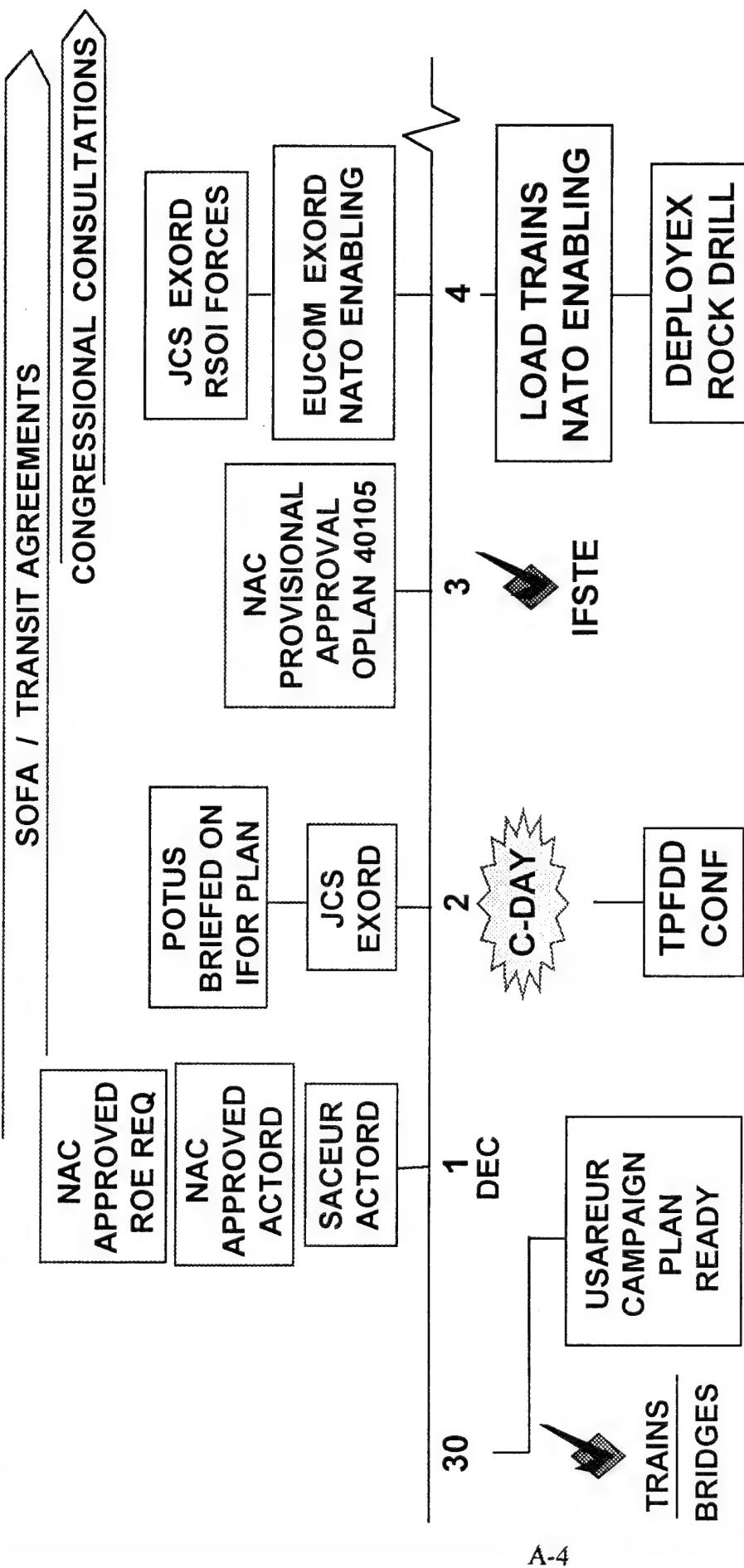
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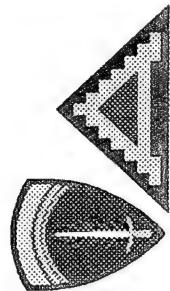
C-3



POL-MIL TIMELINE

AS OF: 180400Z DEC 95





POL-MIL TIMELINE

AS OF: 180400Z DEC 95

TRANSIT AGREEMENTS

CONGRESSIONAL CONSULTATIONS

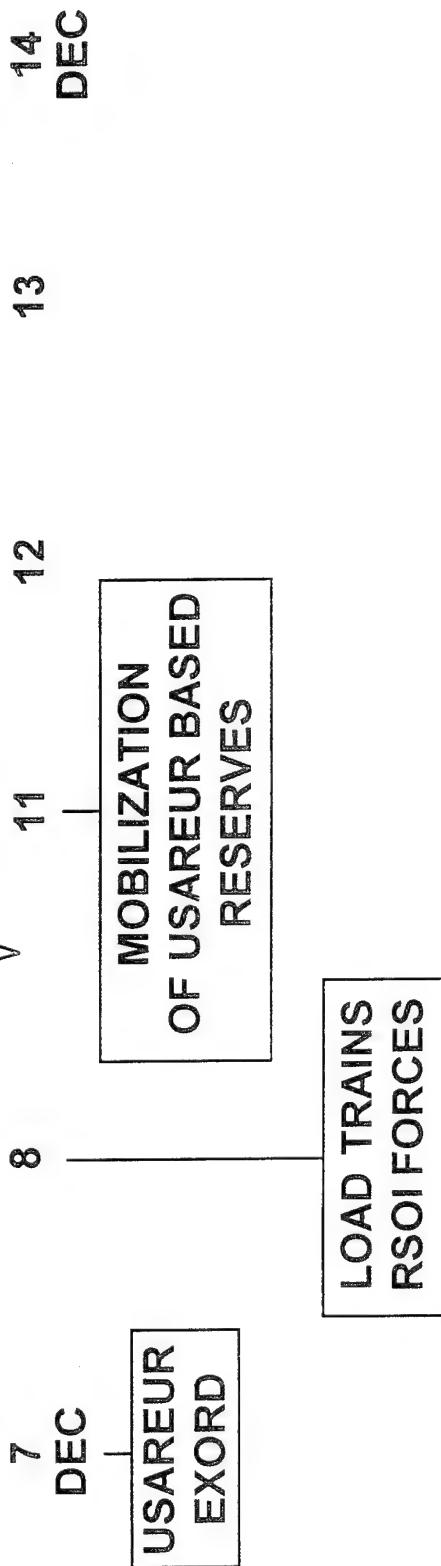
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CONFERENCE

EUCOM EXORD
RSOI FORCES

PSRC
AUTHORIZED

MOBILIZATION
SELECTED CONUS
RESERVES

PARIS
PEACE AGREEMENT
SIGNED

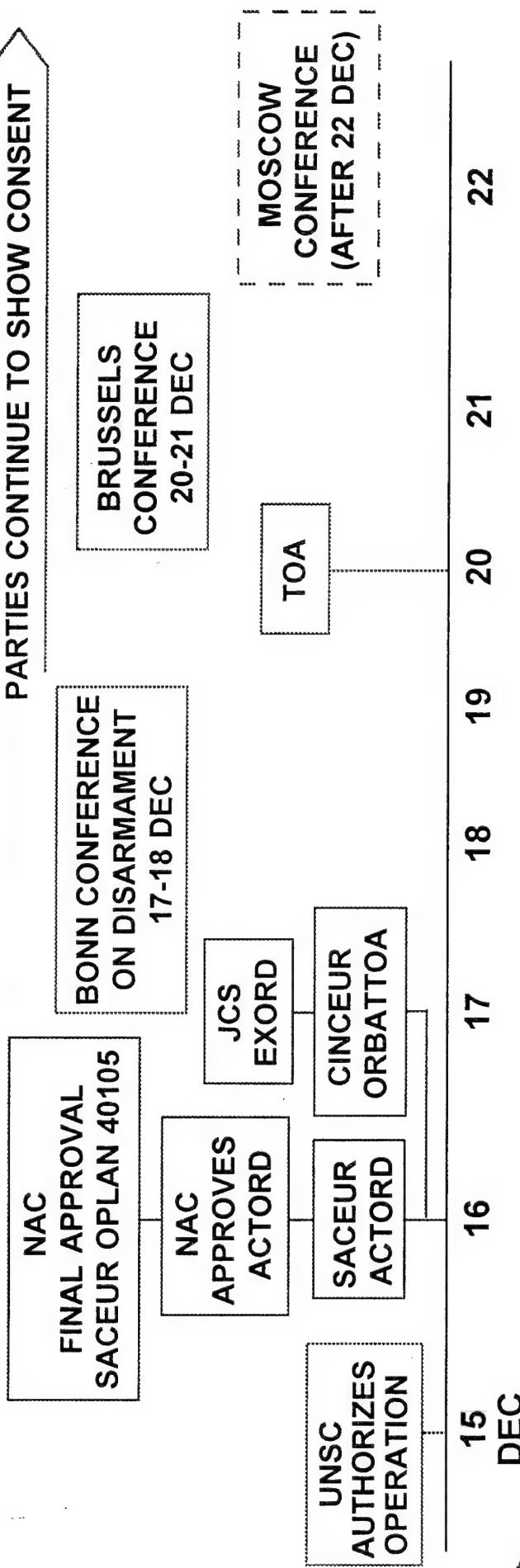




POL-MIL TIMELINE

AS OF: 180400Z DEC 95

PARTIES CONTINUE TO SHOW CONSENT



APPENDIX B

CAMPAIGN PLAN

TIMELINES

Campaign Plan Requirements

- 1. SPONSOR:** Director, Crisis Action Team
- 2. OBJECTIVE:** To graphically depict the flow of forces into the Area of Operation in order to facilitate discussions with Senior Leaders and focus the efforts of the Crisis Action Team.
- 3. BACKGROUND:** Director, Crisis Action Team needed a method to focus the efforts of the Crisis Action Team and focus briefings and discussions with Senior Leaders.
- 4. DISCUSSION:**
 - a. ORSA Cell developed a series of charts depicting the flow of forces into the Area of Operation for the Planning, Preparation and Deployment Phases. Coordination was made with DCSOPS-Plans, Director, Crisis Action Team, and V Corps, G3-Plans.
 - b. During the Planning and Preparation Phases the charts depicted the Force Packages, planned deployment windows, key units, and critical dates. The charts helped focus leaders on the critical force packages and the units included. Additionally, it helped each headquarters to use the same terminology. See Annex 1.
 - c. During the Deployment Phase the charts depicted the flow of force packages, key dates tied to treaty implementation events, and color codes to illustrate whether the flow was on time or late. After several of the U.S. Force packages closed, the flow of Multinational Forces into the Area of Operations were depicted. See Annex 2 and 3, respectively.
- 5. RESULTS:** Charts were briefed the CINC and other Senior Leaders during the daily BH Updates. The charts helped focus the efforts of the Crisis Action Team and gave the CAT Director a visual outline to use when summarizing significant activities during the BH Updates.
- 6. STATUS:** Last charts developed and briefed 30 Jan 96.

ANNEX 1

OPERATIONAL TIMELINE



OPERATIONAL TIMELINE

AS OF 1040 2 DEC 95

2,100

30 MED BDE (-)
7 SIG BDE (-)
191 ORD BN
28 TRANS BN
95 MP BN (-)
51 MAINT BN
29 ASG
515 POL (TANKER) Co
26 CS Co
77 MAIN Co
16 CSG (-)

4,200

5,627

DIV ENGR BDE
1-1 CAV
535 EN Co (CSE)
502 EN Co (AFB)
16 ENGR BN (-)

LOC OPENING FORCES

NSE 21st TAACOM (FWD) / 3rd COSCOM (FWD) / USAREUR (FWD) / 1st PERSCOM

NATO ENABLING FORCES

DEC 4 5 6 7 8 9 10 11 12 13 14 15

N+2

ISB UP
G-DAY
Peace Agreement
NAC OPLAN &
NAC ACTORD
Approval



OPERATIONAL TIMELINE

AS OF 1040 2 DEC 95

6,800

236 MED (AA)
A/5-159 MED LIFT BN (-)
7-227 ASLT HEL BN
3-1 ATK HEL BN
227 ATK HEL BN
HHC, 4 BDE

STRIKE FORCES

B-5

TF EAGLE (-)

USAF (650)
A/25 FA Btry (-)
1 AD ASSLT CP
3-325

INITIAL ENTRY FORCES

ISB
100%

28 29 30 31

SACEUR ACTORD
JCS EXORD
CINCEUR ORBATTOA

Link-up with
3-325
Bridge Sava
River

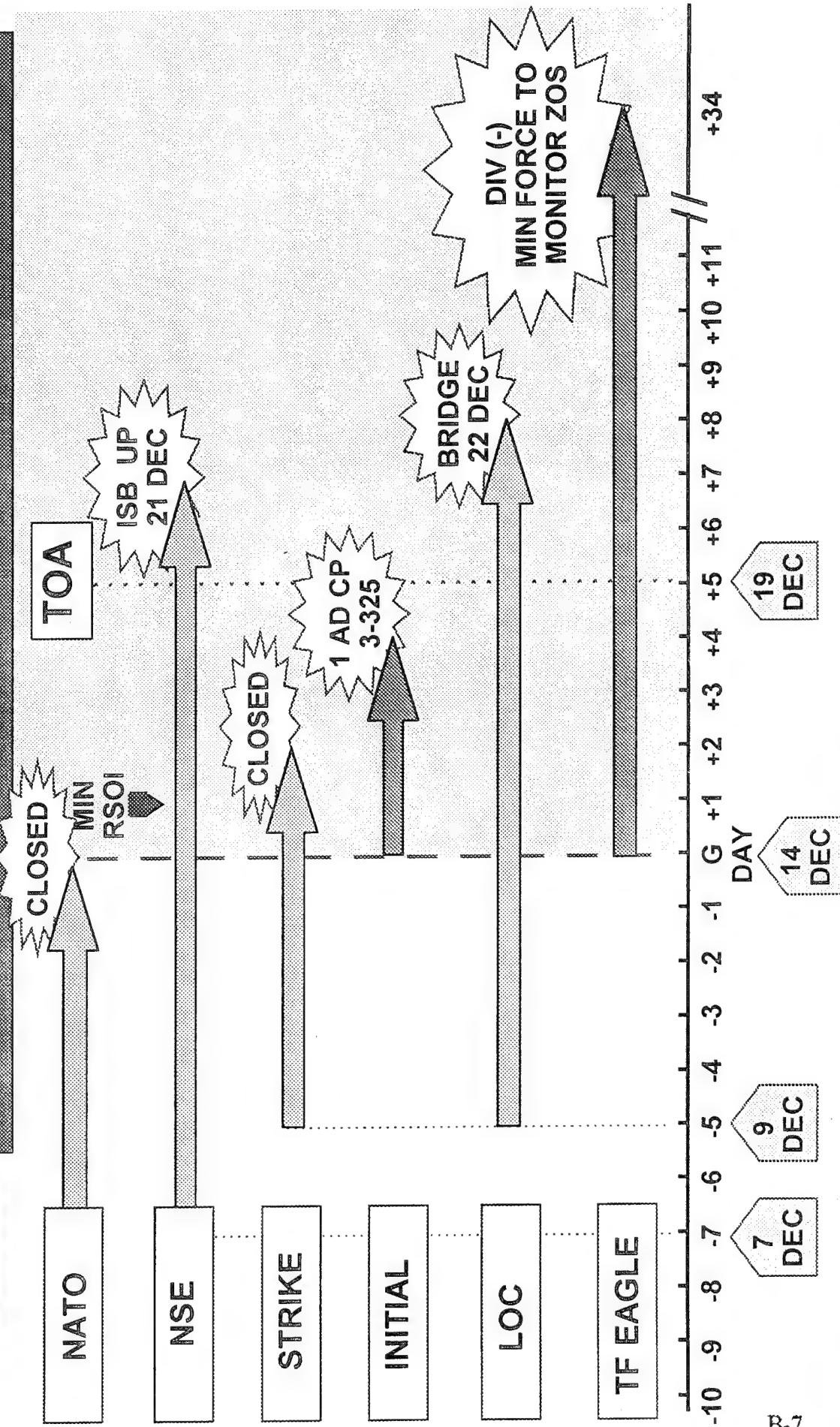
ANNEX 2

USAREUR CAMPAIGN PLAN



USAREUR CAMPAIGN PLAN

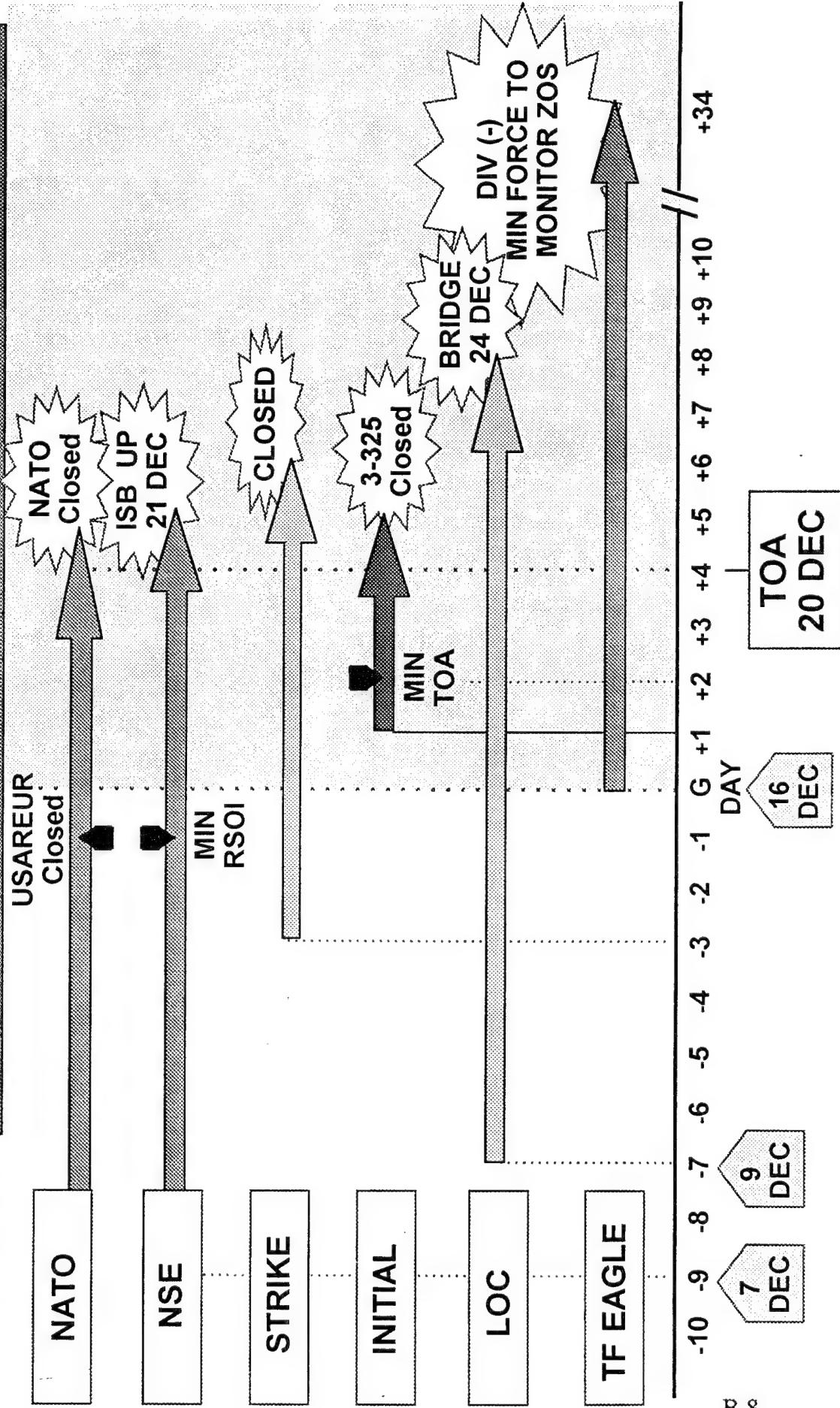
AS OF: 102200Z DEC 95





USAREUR CAMPAIGN PLAN REQUIREMENTS

AS OF: 180400Z DEC 95



ANNEX 3

MULTI-NATIONAL CAMPAIGN PLAN



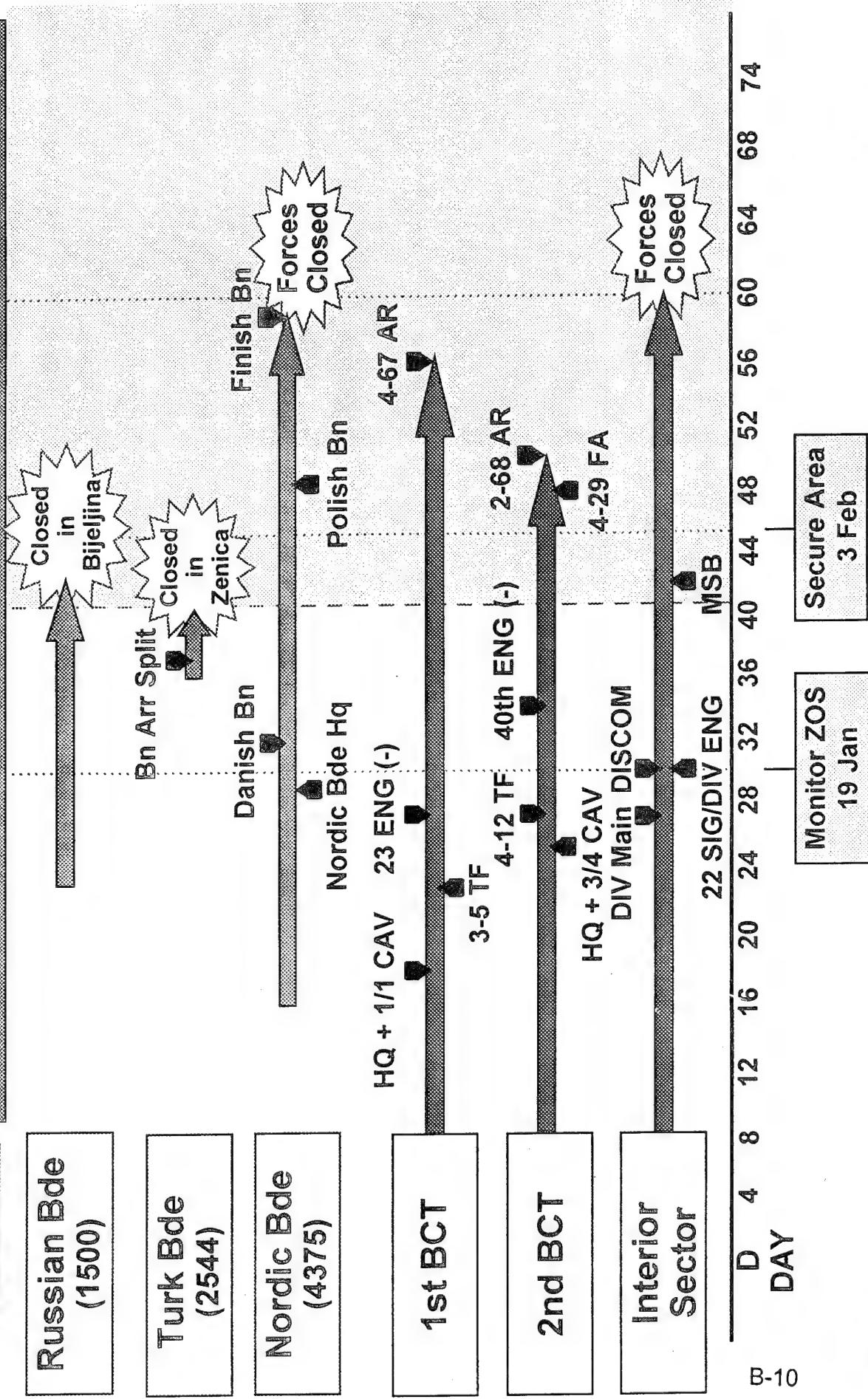
USAREUR CAMPAIGN PLAN REQUIREMENTS

AS OF: 300400Z JAN 96

Russian Bde
(1500)

Turk Bde
(2544)

Nordic Bde
(4375)



APPENDIX C

MASTER TASK LISTS

Master Task List

1. SPONSOR: Director, Crisis Action Team
2. OBJECTIVE: Identify and track the critical and ancillary tasks of the USAREUR Staff in support of Operation Joint Endeavor. Identify the critical path and potential "break" points for the senior leadership and Crisis Action Team.
3. BACKGROUND: No single data base existed to collect, collate and track the critical and ancillary tasks in support of the USAREUR B-H mission.
4. DISCUSSION:
 - a. ORSA Cell developed a methodology to collect task information from each staff element, resulting in the development of a "laundry" list of their top 15 tasks.
 - b. Each POC identified relationships and relative criticality of each task. ORSA Cell used Microsoft Excel software to create initial spreadsheets. Continuous updates of the information were requested and collected from the CAT staff. EXCEL spreadsheet didn't provide the flexibility required to meet information requirements.
 - c. Using Microsoft Project Manager software a new data base was created. At it's apex, 647 tasks were being tracked across 10 staff agencies for 6 force packages. Outputs were critical to the management and synchronization of the USAREUR staff in support of Operation Joint Endeavor.
5. RESULTS:
 - a. The products were used by the Staff to insure that all tasks were identified and sequenced, start/stop dates and duration's of operations were determined, and that linkages and relationships were established for each functional area, between areas and within force packages
 - b. Outputs were used by the CAT Director to oversee all tasks associated with the planning and pre-deployment responsibilities of USAREUR. Additionally, information was provided up the chain of command.
 - c. Products also provided a mechanism to identify critical events. Specified or implied tasks the completion of which are essential to mission accomplishment. Decision points relate to identified critical events. This experience allowed for a later application to build PERT charts which analyzed the flow of forces into B-H to determine if it established sufficient force to monitor the ZOS and determine if it was synchronized with the Base Camp Construction efforts.
6. STATUS: Completed. Summarized products were developed on 24 Nov 96 (see Annex 1). The first detailed products were provided 26 Nov 95 and were updated each shift until 20 Dec 95, which was "D"day. See Annex 2 for tasks sorted by functional area.

Methodology for Master Task List

1. MISSION: To develop a mechanism to identify, collect, track and provide critical analysis of the tasks for the planning and deployment of U.S. Forces in support of the Operation Joint Endeavor.

2. BACKGROUND:

a. Initial data collection consisted of asking the Staff POCs what they considered to be the top 15 tasks in their respective areas, when were the start/stop dates and what was the duration of the task. The results were uneven, some gave more, but most had not previously been asked for this sort of data and had difficulty developing the lists. After several iterations, we got better at asking the questions and they improved on their input. Best results were achieved through one-on-one discussions. However, the first few days of the operation were extremely hectic and Action Officer time was at a premium, so data collection was difficult. Improvement in the quality and collection of information occurred as POCs realized the value of the products in assisting them to meet their requirements to track tasks and events.

b. Automation efforts began with the creation of spread sheets using Microsoft EXCEL. Although possible to do, the software didn't provide the flexibility desired in executing this effort. We then obtained a copy of Microsoft Project and began loading the information. The data file was titled Master Tasks and proved to be easily maintained and updated. Eventually, we captured 647 tasks from 10 staff elements for 6 force packages supporting the operation. The software allowed the user to "cut" the data by summary tasks, staff element, critical tasks and resource requirements. The Project met all requirements requested.

c. Outputs at first were relatively simple; total lists of the tasks. Quickly requirements changed to include breakouts by Force Package for the CAT Director and above, and by Staff Function for the POCs. The software proved to be very flexible in that we were able to "cut" the information in any manner requested. Outputs were provided twice a day to the CAT Team at or soon after the shift change and posted in the CAT Director office. After the POCs provided linkage information we used the Microsoft software to produce Gantt charts to track critical tasks, delays or potential "break" points. The software also has the capability to produce PERT charts that provide illustrative layouts of the tasks. Critical paths are automatically identified in red and change as data is inputted. The data base was used until the 20 Dec 1995.

ANNEX 1

CRITICAL TASK SUMMARY CHARTS



AS OF 24 NOV 95
1730

NATO Enabling Forces

DCSLOG

- Establish Customs Procedure
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV
- Order/load trains

DCSRM

- Fund 21st TAACOM \$16M for trains
- Fund V Corps \$20.9M to initiate LOGCAP

DCSIM

- Validate Family Support Group
- ID/Validate Location for Commo Van Sites
- Order Commercial Phone Lines
- Request Appropriate Frequency Clearances

C-5

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSPER

- Initiate cross-level
- Issue contingency APOS
- Activate FAC
- Deploy PAS/CAS teams

DCSINT

- Contract linguists
- Deploy Mini Dice with ARRC forward
- Force protection to 3rd COSCOM

CSURG

- POM Forces
- Ensure 15 DOS of Class VIII
- Cold weather injury prevention trng
- Prepare for CONCUS medical backfill



AS OF 24 NOV 95
1730

USAREUR/NSE Forces

DCSLOG

- Establish Customs Procedure
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV
- Order/load trains

C-6

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSENG

- Determine Real Estate requirements
- Identify force flow and impact on beddown
- Recon RE facilities in Hungry
- Real Estate contracting for Hungry

DCSRM

- Fund 21st TAACOM \$9.9M for OCIE
- Fund 21st TAACOM \$10M for trains
- Fund V Corps \$17.5M for LOGCAP

ODCSIM

- Establish Comms to NATO
- Receive Combat Camera Support
- Validate Locations from Comm Van Sites

CSURG

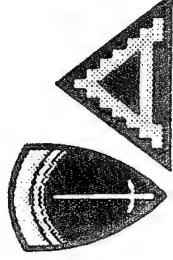
- POM Forces

DCSINT

- Linguists package Hungarian
- Finalize funding with Contract Cmd Europe
- Coordinate additional Intel asset

OPM

- Coordinate w/ ASG/BSB for Polizei support
- Refine force protection initiatives by ASG
- Assess LOGSEC procedures in APOD/SPOD



AS OF 24 NOV 95
1730

LOC Opening Forces

DCSLOG

- Establish Customs procedure
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn- in POV
- Order/load trains

C-7

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSINT

- Contract linguists support: Hungarian, Serbo-Croatian
- Deploy Mini Dice and Force Protection to 21st TAACOM
- Force protection to 3rd COSCOM

DCSRM

- Fund 21st TAACOM \$5M for trains

DCSENG

- Real Estate contracting for Croatia, B-H
- Contracting for engineer services
- Transport UN Conexes to implementation area
- Location, availability, positioning of RB, MGB, BB

CSURG

- POM Forces



AS OF 24 NOV 95
1730

Strike Forces

DCSLOG

- Establish Customs Procedures
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV

C-8

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSINT

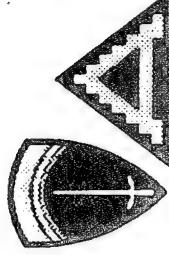
- Linguists support: Hungarian, Serbo-Croatian
- Identify Mini Disease, Force Protection, & LLVI

DCSRM

- Fund 21st TAACOM \$5M for trains
- Fund 98th ASG \$0.1M for POV
- Fund 98th ASG \$0.5M for HHG

DCSENG

- Real Estate contracting for Croatia, B-H
- Contracting for engineer services
- Provide cold weather injury prevention guidance
- Ensure 15 DOS of Class VIII
- Prepare for CONUS medical backfill



AS OF 24 NOV 95
1730

Initial Entry Forces

DCSLOG

- Establish Customs Procedures
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV
- Upload rail

C-9

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSINT

- Linguists support: Hungarian, Serbo-Croatian
- Identify Mini Disease, Force Protection, & LLVI

DCSRM

- Fund 21st TAACOM \$2.5M for trains
- Fund 53rd ASG \$0.1M for POV
- Fund 53rd ASG \$0.5M for HHG

DCSENG

- Real Estate contracting for B-H
- Contracting for engineer services
- Determine location, availability, & positioning of MGB & BB

CSURG

- POM Forces
- Ensure 15 DOS of Class VIII
- Provide cold weather injury prevention guidance
- Prepare for CONUS medical backfill



AS OF 24 NOV 95
1730

TF Eagle (-)

CSURG

- POM Forces
- Ensure 15 DOS of Class VIII
- Provide cold weather injury prevention guidance
- Prepare for CONUS medical backfill

DCSRM

- Get add'l funding from DA (CRA runs out)
- Fund 21st TAACOM \$41.5M for trains
- Fund 53/104th ASG \$0.3M for POV
- Fund 53/104th ASG \$0.5M for HHG

DCSRC

- Begin Home Station Activities
- Secure POV and HHG

OPM

- Finalize C2 concept for backfill units
- Refine backfill training, reception, & integration plan
- Support ASG/BSB efforts to coordinate Polizei support
- Finalize equipment reqmts for backfill units

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSENG

- Real Estate contracting for B-H
- Contracting for engineer services
- Determine location & condition of MGB & BB
- Contracting for mine clearance & prioritization

DCSLOG

- Establish Customs Procedures
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV
- Upload rail

DCSINT

- Deploy add'l Intel assets
- Establish US national Intel links
- Establish NATO Intel links
- Receive augmentation/backfill (Reserve, Active)
- Establish Intel links with subordinate MNBs

ANNEX 2

MASTER TASK LIST

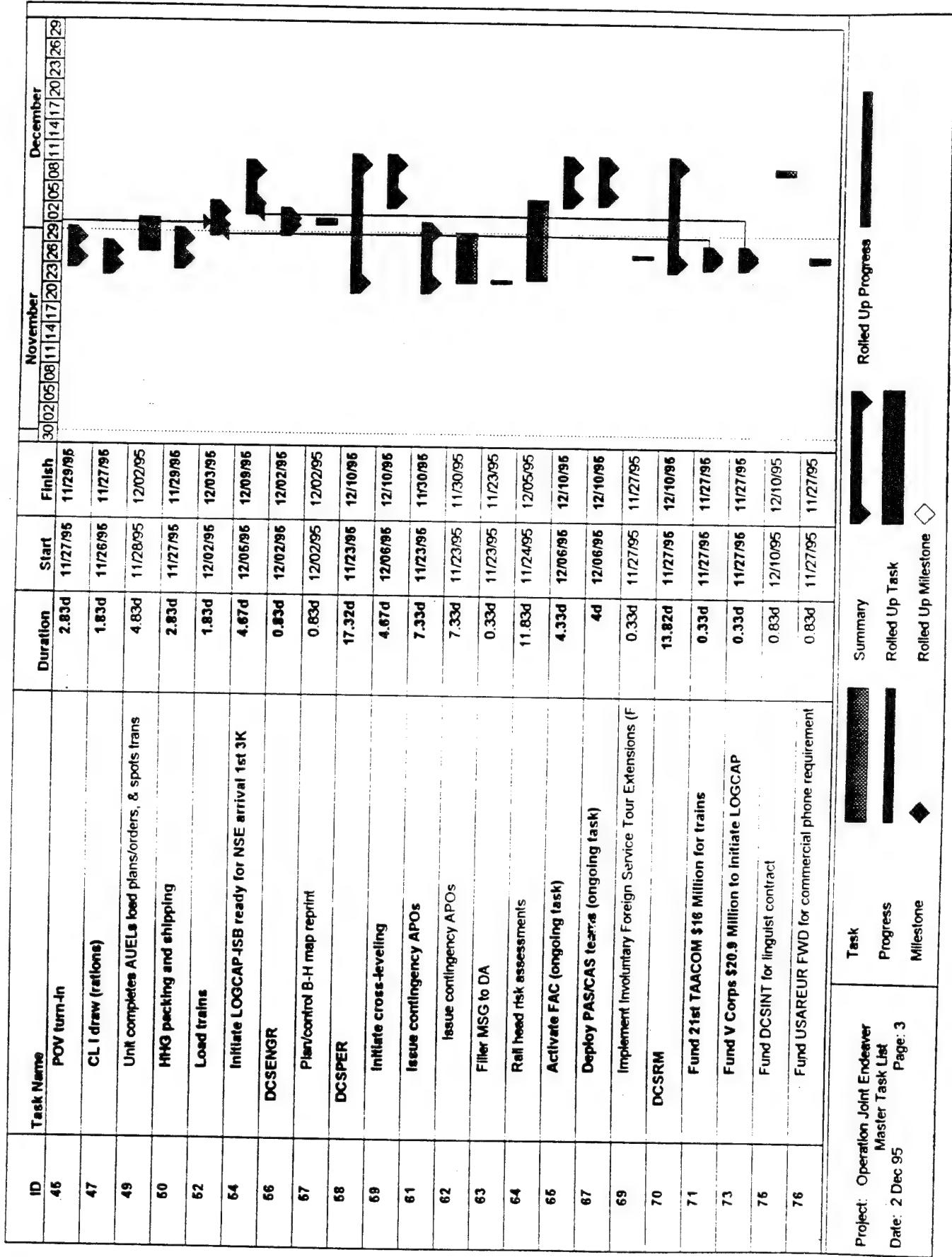
| ID | Task Name | Duration | Start | Finish | December | | | | | | | | | |
|----|--|----------|----------|----------|----------|----|----|----|----|----|----|----|----|----|
| | | | | | 30 | 02 | 05 | 08 | 11 | 14 | 17 | 20 | 23 | 26 |
| 16 | NATO Enabling Force | 57.96d | 10/31/95 | 12/28/95 | | | | | | | | | | |
| 17 | DCSOPS | 43.8d | 11/01/95 | 12/14/95 | | | | | | | | | | |
| 18 | Complete TPFDD to level 4 | 28.66d | 11/01/95 | 11/29/95 | | | | | | | | | | |
| 20 | Conduct transportation feasibility analysis | 3.83d | 11/29/95 | 12/02/95 | | | | | | | | | | |
| 21 | Issue execute order | 0d | 12/03/95 | 12/03/95 | | | | | | | | | | |
| 22 | Complete campaign plan | 0d | 11/30/95 | 11/30/95 | | | | | | | | | | |
| 24 | Request PSRC | 28.00d | 11/30/95 | 12/14/95 | | | | | | | | | | |
| 26 | Finalize force prep numbers | 31.65d | 11/01/95 | 12/02/95 | | | | | | | | | | |
| 27 | Validate backfill requirements | 31.65d | 11/01/95 | 12/02/95 | | | | | | | | | | |
| 28 | Effect liaison | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | |
| 29 | Initiate C2 relationships | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | |
| 30 | DCSLOG | 27.81d | 11/12/95 | 12/09/95 | | | | | | | | | | |
| 31 | Customs procedure established | 20.82d | 11/12/95 | 12/02/95 | | | | | | | | | | |
| 33 | Equipment on-hand & CL IX shortages/crosslevelling | 13.82d | 11/19/95 | 12/02/95 | | | | | | | | | | |
| 34 | Equip to 10/20 standards | 13.82d | 11/19/95 | 12/02/95 | | | | | | | | | | |
| 35 | Diplomatic clearance/transit agreements | 2d | 11/28/95 | 12/02/95 | | | | | | | | | | |
| 36 | Map draw | 2d | 11/28/95 | 12/02/95 | | | | | | | | | | |
| 37 | Rear DET property hand-off | 2d | 11/28/95 | 12/02/95 | | | | | | | | | | |
| 38 | RQST for ship to address change | 2d | 11/28/95 | 12/02/95 | | | | | | | | | | |
| 39 | Unit ULN built for TPFDD | 6.83d | 11/27/95 | 12/02/95 | | | | | | | | | | |
| 41 | CL V draw | 2.83d | 11/27/95 | 11/29/95 | | | | | | | | | | |
| 43 | Org. Clothing & Individual Equipment draw | 2.83d | 11/27/95 | 11/29/95 | | | | | | | | | | |

Rolled Up Progress

Summary

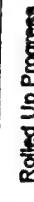
Rollover Task

Rollover Milestone



Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95 Page: 3

Task Progress Milestone



| ID | Task Name | Duration | Start | Finish | November | | December | | | |
|-----|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | | | | 30/02/95 | 05/08/95 | 11/14/95 | 20/23/95 | 26/29/95 | 02/05/96 |
| 77 | Fund V CORPS Requirement for ASL upgrade | 0.83d | 11/27/95 | 11/27/95 | | | | | | |
| 78 | DCSINT | 32.81d | 11/01/95 | 12/03/96 | | | | | | |
| 79 | Linguistic package: finalize funding with Contract Co | 0.33d | 11/27/95 | 11/27/95 | | | | | | |
| 80 | Linguistic package: finalize funding with Contract Co | 0.33d | 11/27/95 | 11/27/95 | | | | | | |
| 81 | Deploy Mini Disc with ARRC Forward | 0.33d | 12/03/95 | 12/03/95 | | | | | | |
| 82 | Deploy Mini Disc with ARRC Forward | 0.33d | 12/03/95 | 12/03/95 | | | | | | |
| 83 | GSM DEP ORD | 0.83d | 11/01/95 | 11/01/95 | | | | | | |
| 84 | ID GSM operators for training | 0.83d | 11/01/95 | 11/01/95 | | | | | | |
| 85 | Start Training | 0.83d | 11/01/95 | 11/01/95 | | | | | | |
| 86 | Deploy to spt organizations | 0.83d | 11/01/95 | 11/01/95 | | | | | | |
| 87 | DCSIM | 67.86d | 10/31/95 | 12/28/95 | | | | | | |
| 88 | Validate Family Support Group | 31.81d | 10/31/95 | 12/02/95 | | | | | | |
| 89 | Validate SRP | 10.83d | 11/18/95 | 11/28/95 | | | | | | |
| 90 | Activate family spt net, mission briefs to families | 31.81d | 10/31/95 | 12/02/95 | | | | | | |
| 91 | ID Validate locations for communications van sites | 4.87d | 12/04/95 | 12/08/95 | | | | | | |
| 92 | Order commercial phone lines | 22.82d | 12/06/95 | 12/27/95 | | | | | | |
| 93 | Receive contracting authority and funds | 3.83d | 12/05/95 | 12/08/95 | | | | | | |
| 94 | Order commercial phone lines | 22.82d | 12/05/95 | 12/27/95 | | | | | | |
| 95 | Request all appropriate frequency clearances | 4.83d | 11/26/95 | 11/30/95 | | | | | | |
| 96 | | | | | | | | | | |
| 97 | ID/Validate telephone request | 23.82d | 11/15/95 | 12/08/95 | | | | | | |
| 98 | ID commercial power drops | 17.82d | 12/11/95 | 12/28/95 | | | | | | |
| 99 | | | | | | | | | | |
| 100 | ID/Lease commercial power | 17.82d | 12/11/95 | 12/28/95 | | | | | | |

Rolled Up Progress

Summary

Rolled Up Task

Milestone

→

→

◇

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95
Page: 4

| ID | Task Name | Duration | Start | Finish | November | | December | | | | |
|-----|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | | | | 30/02/05 | 05/03/05 | 11/11/05 | 14/17/05 | 20/23/05 | 26/29/05 | 02/08/06 |
| 101 | Validate equipment packages | 5d | 11/01/95 | 11/06/95 | | | | | | | |
| 102 | External eval of BDE by 5th Sig Cmd - complete | 3.83d | 11/26/95 | 11/29/95 | | | | | | | |
| 103 | Publish theater SOI | 6.67d | 12/04/95 | 12/10/95 | | | | | | | |
| 104 | Validate G6 FWD POM processing | 13.82d | 11/01/95 | 12/08/95 | | | | | | | |
| 105 | Validate G6 FWD Predeployment training | 7.83d | 11/01/95 | 12/02/95 | | | | | | | |
| 106 | Drew cold weather OCIE (validate) | 7.83d | 11/01/95 | 12/02/95 | | | | | | | |
| 107 | Winterize vehicles | 21.82d | 11/01/95 | 12/01/95 | | | | | | | |
| 108 | CSURG | 37.81d | 11/01/95 | 12/08/95 | | | | | | | |
| 109 | Support PDP requirements | 37.81d | 11/01/95 | 12/08/95 | | | | | | | |
| 110 | Ensure sufficient stocks of Immunizations and DNA | 37.81d | 11/01/95 | 12/08/95 | | | | | | | |
| 111 | Ensure medical support at PDP sites | 7.33d | 11/01/95 | 11/08/95 | | | | | | | |
| 112 | Support CL VII requirements | 37.81d | 11/01/95 | 12/08/95 | | | | | | | |
| 113 | Ensure units are C1 for medical equipment | 37.81d | 11/01/95 | 12/08/95 | | | | | | | |
| 114 | Support FAC | 12.33d | 11/01/95 | 11/13/95 | | | | | | | |
| 115 | Coordinate with DCSPER | 7.33d | 11/01/95 | 11/08/95 | | | | | | | |
| 116 | Ensure personnel availability | 12.33d | 11/01/95 | 11/13/95 | | | | | | | |
| 117 | OPM | 1d | 11/01/95 | 11/02/95 | | | | | | | |

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Page: 5

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Task

Progress

Milestone

Rolled Up Progress

| ID | Task Name | Duration | Start | Finish | December | | | | | | | | | | | | | | | | | | | | |
|-----|---|----------|----------|----------|----------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|--|
| | | | | | 30 | 01 | 02 | 03 | 04 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | |
| 118 | USAREUR NSE | 01.77d | 11/01/95 | 01/13/96 | | | | | | | | | | | | | | | | | | | | | |
| 119 | DCSOPS | 43.8d | 11/01/95 | 12/14/95 | | | | | | | | | | | | | | | | | | | | | |
| 120 | Complete TPFDD to level 4 | 3.83d | 11/23/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | |
| 122 | Conduct transportation feasibility analysis | 32.81d | 11/01/95 | 12/03/95 | | | | | | | | | | | | | | | | | | | | | |
| 123 | Issue execute order | 0d | 12/01/95 | 12/01/95 | | | | | | | | | | | | | | | | | | | | | |
| 124 | Complete campaign plan | 1.83d | 12/01/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | |
| 126 | Request PSRC | 0.83d | 12/14/95 | 12/14/95 | | | | | | | | | | | | | | | | | | | | | |
| 128 | Finalize force prep numbers | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | |
| 129 | Validate backfill requirements | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | |
| 130 | Effect liaison | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | | | | | | | | | | |
| 131 | Initiate C2 relationships | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | |
| 132 | DCSLOG | 22.82d | 11/27/95 | 12/19/95 | | | | | | | | | | | | | | | | | | | | | |
| 133 | Customs procedure established | 20.82d | 11/27/95 | 12/17/95 | | | | | | | | | | | | | | | | | | | | | |
| 135 | Equipment on-hand & CL IX shortages/crossleveling | 13.82d | 12/04/95 | 12/17/95 | | | | | | | | | | | | | | | | | | | | | |
| 136 | Equip to 10/20 standards | 13.82d | 12/04/95 | 12/17/95 | | | | | | | | | | | | | | | | | | | | | |
| 137 | Diplomatic clearance/transit agreements | 4.83d | 12/13/95 | 12/17/95 | | | | | | | | | | | | | | | | | | | | | |
| 138 | Map draw | 4.83d | 12/13/95 | 12/17/95 | | | | | | | | | | | | | | | | | | | | | |
| 139 | Rear DET property hand-off | 4.83d | 12/13/95 | 12/17/95 | | | | | | | | | | | | | | | | | | | | | |
| 140 | RQST for ship to address change | 4.83d | 12/13/95 | 12/17/95 | | | | | | | | | | | | | | | | | | | | | |
| 141 | Unit ULN built for TPFDD | 4.83d | 12/13/95 | 12/17/95 | | | | | | | | | | | | | | | | | | | | | |
| 143 | CL V draw | 2.83d | 12/12/95 | 12/14/95 | | | | | | | | | | | | | | | | | | | | | |
| 145 | Org. Clothing & Individual Equipment draw | 2.83d | 12/12/95 | 12/14/95 | | | | | | | | | | | | | | | | | | | | | |

Summary

Progress

Rollover

Up Progress

Up Task

Up Milestone

Rollover

| ID | Task Name | November | | | December | | |
|-----|--|----------|----------|----------|----------|----------|----------|
| | | Start | Finish | 30/05/95 | 01/06/95 | 02/06/95 | 03/06/95 |
| 147 | POV turn-in | 2.83d | 12/12/95 | 12/14/95 | | | |
| 149 | CL I draw (ratlons) | 1.83d | 12/12/95 | 12/13/95 | | | |
| 161 | Ensure Blocking, Bracing & Tie Down ID'd is on-hand | 2.83d | 12/12/95 | 12/14/95 | | | |
| 162 | Unit completes AUEL's load plans/orders, & spots trans | 5.83d | 12/12/95 | 12/17/95 | | | |
| 163 | HHA packing and shipping | 2.83d | 12/12/95 | 12/14/95 | | | |
| 166 | Rail upload | 2.83d | 12/17/95 | 12/19/95 | | | |
| 167 | DCSENGR | 91.77d | 11/01/95 | 01/31/96 | | | |
| 168 | Recon RE facilities in Hungary | 30d | 11/17/95 | 12/17/95 | | | |
| 160 | Determine Real Estate requirements for NSE forces | 60.79d | 11/01/95 | 12/31/95 | | | |
| 162 | Identify force flow and impact on bed-down | 37.81d | 11/01/95 | 12/08/95 | | | |
| 164 | Real Estate contracting for Hungary | 23.82d | 11/24/95 | 12/17/95 | | | |
| 166 | ISB camp construction contracts supervision | 17.82d | 12/17/95 | 01/03/96 | | | |
| 167 | Contracting for engineer services | 66.79d | 11/01/95 | 01/31/96 | | | |
| 168 | Order fest tents and contract | 1.83d | 11/26/95 | 11/27/95 | | | |
| 169 | Order first group of duration std shelters | 60.79d | 11/01/95 | 12/31/95 | | | |
| 170 | Order remaining tents | 16.82d | 11/01/95 | 12/17/95 | | | |
| 171 | LOGCAP construction validation | 17.82d | 12/17/95 | 01/03/96 | | | |
| 172 | Location/condition of RB, MGB, BB | 52.8d | 11/01/95 | 12/23/95 | | | |
| 173 | Development items fielding | 26.82d | 11/27/95 | 12/23/95 | | | |
| 174 | Class IV prioritization | 46.8d | 11/01/95 | 12/17/95 | | | |
| 176 | DCS PER | 37.81d | 11/01/95 | 12/08/95 | | | |
| 176 | Initiate cross-level | 0d | 12/04/95 | 12/04/95 | | | |

| ID | Task Name | Duration | Start | Finish | November | | | | | | | | | | December | | | | | | | | | |
|-----|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | | | | 30/02/95 | 01/03/95 | 02/03/95 | 03/03/95 | 04/03/95 | 05/03/95 | 06/03/95 | 11/11/95 | 14/11/95 | 17/11/95 | 20/11/95 | 23/11/95 | 26/11/95 | 01/12/95 | 04/12/95 | 07/12/95 | 10/12/95 | 13/12/95 | 16/12/95 | 19/12/95 |
| 177 | Activate FAC | 5.33d | 11/29/95 | 12/04/95 | | | | | | | | | | | | | | | | | | | | |
| 178 | Deploy PAS/CAS Teams | 37.81d | 11/01/95 | 12/08/95 | | | | | | | | | | | | | | | | | | | | |
| 179 | Implement Involuntary Foreign Service Tour Extensions (F | 4.33d | 11/30/95 | 12/04/95 | | | | | | | | | | | | | | | | | | | | |
| 180 | DCSRM | 13.32d | 11/27/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | |
| 181 | Fund 26th ASG \$0.1 Million for POV | 0.33d | 11/27/95 | 11/27/95 | | | | | | | | | | | | | | | | | | | | |
| 182 | Fund 26th ASG \$1 Million for HHG | 0.33d | 11/27/95 | 11/27/95 | | | | | | | | | | | | | | | | | | | | |
| 183 | Fund 21st TAAACOM \$9.9 Million for OCIE | 0.33d | 11/27/95 | 11/27/95 | | | | | | | | | | | | | | | | | | | | |
| 185 | Fund 21st TAAACOM \$10 Million for Trains | 0.83d | 12/02/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | |
| 187 | Fund real estate contracts as required | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | |
| 188 | Fund 21 TAACOM for Fest tent and shelter procurement | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | |
| 189 | DCSINT | 66.47d | 11/01/95 | 12/27/95 | | | | | | | | | | | | | | | | | | | | |
| 190 | Finalize funding with Contract Command Europe | 30.81d | 11/01/95 | 12/01/95 | | | | | | | | | | | | | | | | | | | | |
| 192 | Linguistic package Hungarian | 4.67d | 12/14/95 | 12/18/95 | | | | | | | | | | | | | | | | | | | | |
| 194 | Deploy Intel with USAREUR Forward Intel Staff, DISC, Fo | 4.67d | 12/14/95 | 12/18/95 | | | | | | | | | | | | | | | | | | | | |
| 196 | Coordinate additional Intel asset (REMBASS,MSTAR | 7.33d | 12/11/95 | 12/18/95 | | | | | | | | | | | | | | | | | | | | |
| 197 | Establish Intel connectivity to USAREUR Forward, V Corp | 0.83d | 12/18/95 | 12/19/95 | | | | | | | | | | | | | | | | | | | | |
| 198 | coordinate w DCSIM for comms reqmt | 0.83d | 11/01/95 | 11/01/95 | | | | | | | | | | | | | | | | | | | | |
| 199 | Activate USAREUR Sanctuary Spt Ctr | 4d | 12/18/95 | 12/22/95 | | | | | | | | | | | | | | | | | | | | |
| 200 | Establishment of Intel Forward Operating Base in Tazer | 4.67d | 12/19/95 | 12/24/95 | | | | | | | | | | | | | | | | | | | | |
| 201 | Enhanced SIGINT on-line | 0.63d | 12/22/95 | 12/23/95 | | | | | | | | | | | | | | | | | | | | |
| 202 | HN Force protection | 4.67d | 12/22/95 | 12/27/95 | | | | | | | | | | | | | | | | | | | | |
| 203 | Warrior System Fielding/Training | 5d | 11/01/95 | 11/30/95 | | | | | | | | | | | | | | | | | | | | |

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95 Page: 8

Summary
Progress
Milestone

Rolled Up Task

Rolled Up Milestone



Rolled Up Progress



Rolled Up Milestone

| ID | Task Name | Duration | November | | | December | | |
|-----|---|----------|----------|----------|----------|----------|----------|----------|
| | | | Start | Finish | 30/02/95 | 01/03/96 | 01/04/96 | 02/04/96 |
| 204 | DCSIM | 89.77d | 11/03/95 | 01/03/96 | 30/02/95 | 01/03/96 | 01/04/96 | 02/04/96 |
| 206 | Deploy additional Comms support (CONUS) | 30.81d | 12/06/95 | 01/05/96 | 30/02/95 | 01/03/96 | 01/04/96 | 02/04/96 |
| 206 | TPFDD | 30.81d | 12/06/95 | 01/05/96 | 30/02/95 | 01/03/96 | 01/04/96 | 02/04/96 |
| 207 | Establish Comms to NATO | 73.78d | 11/03/95 | 01/16/96 | 30/02/95 | 01/03/96 | 01/15/96 | 02/16/96 |
| 209 | Receive Combat Camera Support | 77.78d | 11/16/95 | 01/17/96 | 30/02/95 | 01/03/96 | 01/16/96 | 02/17/96 |
| 211 | Validate locations for Communication Van Sites | 38.81d | 11/03/95 | 12/11/95 | 30/02/95 | 01/03/96 | 01/10/96 | 02/11/96 |
| 213 | Validate commercial phone lines | 38.81d | 11/03/95 | 12/11/95 | 30/02/95 | 01/03/96 | 01/10/96 | 02/11/96 |
| 214 | Validate frequencies | 5.83d | 11/25/95 | 11/30/95 | 30/02/95 | 01/03/96 | 01/11/96 | 02/12/96 |
| 215 | ARCOM (330 RTOC, 317 RTOC, 221 PAO) | 46.3d | 11/27/95 | 01/11/96 | 30/02/95 | 01/03/96 | 01/10/96 | 02/11/96 |
| 216 | Activate unit for annual training (AT) | 21.32d | 11/27/95 | 12/18/95 | 30/02/95 | 01/03/96 | 01/11/96 | 02/12/96 |
| 217 | Home station activities (HSA) | 20.98d | 11/27/95 | 12/18/95 | 30/02/95 | 01/03/96 | 01/11/96 | 02/12/96 |
| 221 | CINCPAC mandated training and validation | 5.16d | 11/30/95 | 12/22/95 | 30/02/95 | 01/03/96 | 01/13/96 | 02/14/96 |
| 222 | PSRCC (Presidential Selective Reserve Call-up) | 26.82d | 12/02/95 | 12/27/95 | 30/02/95 | 01/03/96 | 01/13/96 | 02/14/96 |
| 224 | Alert Order cut | 1d | 12/27/95 | 12/28/95 | 30/02/95 | 01/03/96 | 01/13/96 | 02/14/96 |
| 225 | Mobilization Order cut | 0d | 01/08/96 | 01/08/96 | 30/02/95 | 01/03/96 | 01/13/96 | 02/14/96 |
| 226 | Secure POV and personal belongings | 1d | 01/08/96 | 01/09/96 | 30/02/95 | 01/03/96 | 01/13/96 | 02/14/96 |
| 227 | Deploy | 2d | 01/09/96 | 01/11/96 | 30/02/95 | 01/03/96 | 01/13/96 | 02/14/96 |
| 228 | CSURG | 14.82d | 12/01/95 | 12/16/95 | 30/02/95 | 01/03/96 | 01/13/96 | 02/14/96 |
| 229 | Support PDP requirements | 9.83d | 12/01/95 | 12/10/95 | 30/02/95 | 01/03/96 | 01/12/95 | 02/13/96 |
| 230 | Ensure immunizations and DNA kits are available | 9.83d | 12/01/95 | 12/10/95 | 30/02/95 | 01/03/96 | 01/12/95 | 02/13/96 |
| 231 | Ensure medical support at PDPs | 0.83d | 12/01/95 | 12/01/95 | 30/02/95 | 01/03/96 | 01/12/95 | 02/13/96 |
| 232 | Monitor medical threat analysis | 9.83d | 12/01/95 | 12/10/95 | 30/02/95 | 01/03/96 | 01/12/95 | 02/13/96 |

The diagram illustrates the sequence of tasks and their dependencies. Tasks are represented by horizontal bars. Milestones are marked with diamond shapes. Arrows indicate the flow from one task to the next. A legend on the right defines the symbols:

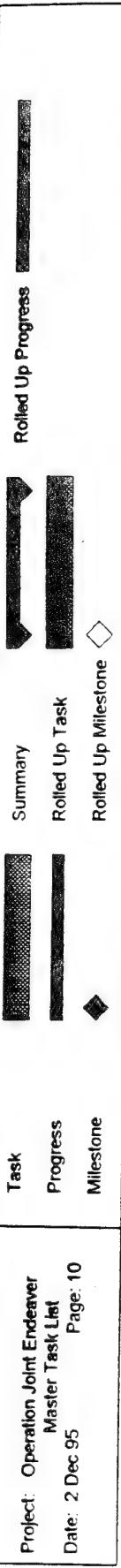
- Summary:** A thick black bar.
- Progress:** A thin black bar.
- Rolled Up Task:** A thick grey bar.
- Milestone:** A diamond shape.
- Rolled Up Milestone:** A diamond shape with a diagonal line through it.

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Master Task List
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Summary
Progress
Rolled Up Task
Milestone

C-19

| ID | Task Name | Duration | Start | Finish | November | | | | | | | | | | | | December | | | | | | | | |
|-----|--|----------|----------|----------|----------|----|----|----|----|----|----|----|----|----|----|----|----------|----|----|----|----|----|----|----|----|
| | | | | | 30 | 02 | 05 | 08 | 11 | 14 | 17 | 20 | 23 | 26 | 29 | 02 | 05 | 08 | 11 | 14 | 17 | 20 | 23 | 26 | 29 |
| 233 | Gather medical intel | 0.83d | 12/01/95 | 12/01/95 | | | | | | | | | | | | | | | | | | | | | |
| 234 | Publish updates | 9.83d | 12/01/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | |
| 235 | Support CL VIII requirements | 9.83d | 12/01/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | |
| 236 | Ensure units are C1 for medical equipment | 9.83d | 12/01/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | |
| 237 | Support FAC (stress control) | 0.83d | 12/01/95 | 12/01/95 | | | | | | | | | | | | | | | | | | | | | |
| 238 | Coordinate with DCSPPER | 0.83d | 12/01/95 | 12/01/95 | | | | | | | | | | | | | | | | | | | | | |
| 239 | Ensure personnel availability | 0.83d | 12/01/95 | 12/01/95 | | | | | | | | | | | | | | | | | | | | | |
| 240 | EHSSA validate backfill requirement | 14.82d | 12/01/95 | 12/16/95 | | | | | | | | | | | | | | | | | | | | | |
| 241 | Ensure units are C1 for medical personnel | 0.83d | 12/01/95 | 12/01/95 | | | | | | | | | | | | | | | | | | | | | |
| 242 | ID filler requirement | 9.83d | 12/01/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | |
| 243 | Coordinate with USAMEDCOM for replacements | 0.83d | 12/15/95 | 12/15/95 | | | | | | | | | | | | | | | | | | | | | |
| 244 | OPM | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | | | | | | | | | | |



Project: Operation Joint Endeavor
Master Task List
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| ID | Task Name | Duration | Start | Finish | November | | | | | | | December | | | | | | |
|---|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|---------------------|----------|----------|----------|----------|----------|----------|-----------|
| | | | | | 30/01/96 | 01/02/96 | 02/02/96 | 03/02/96 | 04/02/96 | 11/01/96 | 12/01/96 | 13/01/96 | 14/01/96 | 15/01/96 | 16/01/96 | 17/01/96 | 18/01/96 | 19/01/96 |
| 246 | LOC Opening | 91.77d | 11/01/96 | 01/13/96 | | | | | | | | | | | | | | |
| 247 | DCSOPS | 43.8d | 11/01/96 | 12/14/96 | | | | | | | | | | | | | | |
| 248 | Complete TPFDD to level 4 | 3.83d | 11/29/96 | 12/02/96 | | | | | | | | | | | | | | |
| 250 | Conduct transportation feasibility analysis | 32.81d | 11/01/95 | 12/03/95 | | | | | | | | | | | | | | |
| 261 | Issue execute order | 0d | 12/01/95 | 12/01/95 | | | | | | | | | | | | | | |
| 262 | Complete campaign plan | 1.83d | 12/01/96 | 12/02/96 | | | | | | | | | | | | | | |
| 264 | Request PSRC | 0.83d | 12/14/96 | 12/14/96 | | | | | | | | | | | | | | |
| 266 | Approve release of items from all required ops projects | 33.81d | 11/01/95 | 12/04/95 | | | | | | | | | | | | | | |
| 267 | Finalize force prep numbers | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | | | |
| 268 | Validate backfill requirements | 33.81d | 11/01/95 | 12/04/95 | | | | | | | | | | | | | | |
| 269 | Effect liaison | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | | | |
| 260 | Initiate C2 relationships | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | | | |
| 261 | DCSLOG | 26.82d | 12/05/96 | 12/13/96 | | | | | | | | | | | | | | |
| 262 | Customs procedure established | 20.82d | 12/05/95 | 12/25/95 | | | | | | | | | | | | | | |
| 264 | Equipment on-hand & CL IX shortages/crossleveling | 13.82d | 12/12/95 | 12/25/95 | | | | | | | | | | | | | | |
| 265 | Equip to 10/20 standards | 13.82d | 12/12/95 | 12/25/95 | | | | | | | | | | | | | | |
| 266 | Diplomatic clearance/transit agreements | 4.83d | 12/21/95 | 12/25/95 | | | | | | | | | | | | | | |
| 267 | Rear DET property hand-off | 4.83d | 12/21/95 | 12/25/95 | | | | | | | | | | | | | | |
| 268 | Unit ULN built for TPFDD | 4.83d | 12/21/95 | 12/25/95 | | | | | | | | | | | | | | |
| 269 | RQST for ship to address change | 4.83d | 12/21/95 | 12/25/95 | | | | | | | | | | | | | | |
| 270 | Map draw | 4.83d | 12/21/95 | 12/25/95 | | | | | | | | | | | | | | |
| 271 | CL V draw | 2.83d | 12/22/96 | 12/24/96 | | | | | | | | | | | | | | |
| Project: Operation Joint Endeavor Master Task List Date: 2 Dec 95 | | Task | Summary | | | | | | | Progress | Rolled Up Progress | | | | | | | Milestone |
| | | | | | | | | | | | Rolled Up Task | | | | | | | |
| | | | | | | | | | | | Rolled Up Milestone | | | | | | | |

| ID | Task Name | November | | | | | | December | | | | | |
|-----|--|----------|----|--------|----------|----|----|----------|----|----|----|----|----|
| | | 30 | 01 | 02 | 05 | 06 | 08 | 11 | 14 | 17 | 20 | 23 | 26 |
| 273 | Org. Clothing & Individual Equipment draw | | | 2.83d | 12/22/95 | | | | | | | | |
| 276 | POV turn-in | | | 2.83d | 12/22/95 | | | | | | | | |
| 277 | CL I draw (refills) | | | 1.83d | 12/22/95 | | | | | | | | |
| 279 | Ensure Blocking, Bracing & Tie Down ID'd is on-hand | | | 2.83d | 12/22/95 | | | | | | | | |
| 280 | Unit completes AUEL's load plans/orders, & spares tra | | | 0.83d | 12/22/95 | | | | | | | | |
| 282 | HKG packing and shipping | | | 2.83d | 12/22/95 | | | | | | | | |
| 284 | Order/Fixed trains | | | 6.83d | 12/26/95 | | | | | | | | |
| 286 | DCSENGR | | | 91.77d | 11/01/95 | | | | | | | | |
| 287 | Real Estate contracting Croatia, B-H | | | 26.82d | 12/06/95 | | | | | | | | |
| 289 | Camp development contract supervision | | | 4.83d | 12/27/95 | | | | | | | | |
| 290 | Contracting for engineer services | | | 63.8d | 11/23/95 | | | | | | | | |
| 295 | LOGCAP construction validation | | | 4.83d | 12/27/95 | | | | | | | | |
| 296 | Development items holding | | | 46.8d | 11/01/95 | | | | | | | | |
| 297 | Location, availability, positioning of RB, MGB, BB | | | 62.8d | 11/01/95 | | | | | | | | |
| 299 | Contract for mine clearance | | | 46.8d | 12/16/95 | | | | | | | | |
| 300 | Plan/control MC & G special products | | | 46.8d | 12/16/95 | | | | | | | | |
| 301 | monitor/increase map stock levels | | | 91.77d | 11/01/95 | | | | | | | | |
| 302 | DCSRM | | | 13.82d | 11/27/95 | | | | | | | | |
| 303 | Fund 104th ASG \$0.1 Million for POV | | | 0.83d | 11/27/95 | | | | | | | | |
| 304 | Fund 104th ASG \$0.5 Million for HHG | | | 0.83d | 11/27/95 | | | | | | | | |
| 306 | Fund 21st TAACOM \$5 Million for trains | | | 0.33d | 12/10/95 | | | | | | | | |
| 307 | Fund V CORPS for real estate and base camp development | | | 0.83d | 12/10/95 | | | | | | | | |

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Project: Operation Joint Endeavor
Master Task List
Page: 12
Date: 2 Dec 95

Task
Progress
Milestone

Summary
Rollover Task
Rollover Milestone

Rolled Up Progress
Rollover Task
Rollover Milestone

December

| ID | Task Name | Start | Finish | Duration | November |
|-----|--|----------|----------|----------|--|
| 308 | Fund DCSENGR for mine clearing and LOGCAP contract | 12/1/95 | 12/10/95 | 0.83d | 30/02/05 08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 |
| 309 | DCSINT | 11/01/95 | 01/07/96 | 67.79d | |
| 310 | Contact linguists support: Hungarian, Serbo-Croatia | 11/01/95 | 11/01/95 | 0.83d | |
| 311 | 1D linguist reqmts | 11/01/95 | 11/01/95 | 0.83d | |
| 312 | Coord w DCSRM for funding | 11/01/95 | 11/01/95 | 0.83d | |
| 313 | Establish Intel links with USAREUR Forward | 11/01/95 | 11/01/95 | 0.83d | |
| 314 | Coord w DCSIM for comms reqmt | 11/01/95 | 11/01/95 | 0.83d | |
| 316 | Force protection to 3rd COSCOM | 12/2/95 | 12/30/95 | 8.33d | |
| 317 | Warrior System fielding/training | 11/01/95 | 11/30/95 | 5d | |
| 318 | Deploy Mini Disease and Force Protection to 21st TAAC | 12/01/95 | 12/02/95 | 1.67d | |
| 320 | Implement Rear IPB | 12/2/95 | 12/30/95 | 8d | |
| 321 | HN Force Protection | 12/2/95 | 12/30/95 | 8d | |
| 322 | Establish Intel Spot reporting network with MSCs | 12/30/95 | 01/07/96 | 8d | |
| 323 | CSURG | 11/01/95 | 12/12/95 | 41.8d | |
| 324 | Support PDP requirements | 11/01/95 | 12/10/95 | 39.83d | |
| 326 | Ensure sufficient stocks of Immunizations and DNA | 11/01/95 | 12/10/95 | 39.81d | |
| 326 | Ensure medical support at PDPs | 11/01/95 | 11/11/95 | 10.33d | |
| 327 | Monitor medical threat analysis | 11/01/95 | 12/11/95 | 40.81d | |
| 328 | Gather medical intel | 11/01/95 | 11/11/95 | 10.33d | |
| 329 | Publish updates | 11/01/95 | 12/11/95 | 40.81d | |
| 330 | Support CL VIII requirements | 11/01/95 | 12/12/95 | 41.8d | |
| 331 | Ensure units are C1 for medical equipment | 11/01/95 | 12/12/95 | 41.8d | |

Summary [Shaded Box] **Rolled Up Progress** [Shaded Box] **Rolled Up Task** [Shaded Box] **Milestone** [Diamond]

Project: Operation Joint Endeavor
Master Task List
Page: 13
Date: 2 Dec 95

| ID | Task Name | Duration | Start | Finish | November | | December | | | | | | | | | | | | | | | | | |
|-----|------------------------------------|----------|----------|----------|----------|----|----------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| | | | | | 30 | 02 | 05 | 08 | 11 | 14 | 17 | 20 | 23 | 26 | 29 | 02 | 05 | 08 | 11 | 14 | 17 | 20 | 23 | 26 |
| 332 | Support FAC | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | | | | | | | | | |
| 333 | Coordinate with DCSPER | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | | | | | | | | | |
| 334 | Ensure personnel availability | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | | | | | | | | | |
| 335 | OPM | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | | | | | | | | | |
| 336 | MP Functions & Unit responsibility | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | | | | | | | | | |

| Task | Summary | Rolled Up Progress |
|--|-----------|---------------------|
| Project: Operation Joint Endeavor Master Task List Date: 2 Dec 95 | Progress | Rolled Up Task |
| | Milestone | Rolled Up Milestone |

| ID | Task Name | Duration | Start | Finish | November | | December | | | | | | | | | |
|-----|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | | | | 30/02/95 | 01/03/96 | 01/03/96 | 02/03/96 | 03/03/96 | 04/03/96 | 05/03/96 | 06/03/96 | 11/14/96 | 12/14/96 | 20/12/96 | 21/12/96 |
| 337 | Strike Force | 91.77d | 11/01/95 | 01/03/96 | | | | | | | | | | | | |
| 338 | DCSOPS | 43.8d | 11/01/95 | 12/14/96 | | | | | | | | | | | | |
| 339 | Complete TPFDD to level 4 | 3.83d | 11/29/95 | 12/02/96 | | | | | | | | | | | | |
| 341 | Conduct transportation feasibility analysis | 32.81d | 11/01/95 | 12/03/95 | | | | | | | | | | | | |
| 342 | Issue execute order | 0d | 12/01/95 | 12/01/95 | | | | | | | | | | | | |
| 343 | Complete campaign plan | 1.83d | 12/01/95 | 12/02/96 | | | | | | | | | | | | |
| 345 | Request PSRC | 0.83d | 12/14/95 | 12/14/96 | | | | | | | | | | | | |
| 347 | Approve release of items from all required ops projects | 35.81d | 11/01/95 | 12/06/95 | | | | | | | | | | | | |
| 348 | Finalize force prep numbers | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | |
| 349 | Validate backfill requirements | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | |
| 350 | Effect liaison | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | |
| 351 | Initiate C2 relationships | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | |
| 362 | DCSLOG | 23.82d | 12/09/95 | 01/01/96 | | | | | | | | | | | | |
| 353 | Customs procedure established | 21.82d | 12/09/95 | 12/31/95 | | | | | | | | | | | | |
| 355 | Equipment on-hand & CL IX shortages/crossleveling | 14.82d | 12/16/95 | 12/31/95 | | | | | | | | | | | | |
| 356 | Equip to 10/20 standards | 14.82d | 12/16/95 | 12/31/95 | | | | | | | | | | | | |
| 357 | Diplomatic clearance/transit agreements | 5.83d | 12/25/95 | 12/31/95 | | | | | | | | | | | | |
| 358 | Rear DET property hand-off | 5.83d | 12/25/95 | 12/31/95 | | | | | | | | | | | | |
| 359 | Unit ULN built for TPFDD | 6.83d | 12/25/95 | 12/31/95 | | | | | | | | | | | | |
| 361 | RQST for ship to address change | 5.83d | 12/25/95 | 12/31/95 | | | | | | | | | | | | |
| 362 | Map draw | 5.83d | 12/25/95 | 12/31/95 | | | | | | | | | | | | |
| 363 | CL V draw | 3.83d | 12/24/95 | 12/27/95 | | | | | | | | | | | | |

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Summary Task Progress Milestone

Rolled Up Task Milestone

Rolled Up Progress

| ID | Task Name | Duration | Start | Finish | November | | December | | | | | | |
|-----|--|----------|----------|----------|--|--|--|--|--|--|--|--|--|
| | | | | | 30/02/05/08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 | 30/02/05/08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 | 30/02/05/08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 | 30/02/05/08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 | 30/02/05/08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 | 30/02/05/08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 | 30/02/05/08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 | 30/02/05/08/11/14/17/20/23/26/29/02/05/08/11/14/17/20/23/26/29 | |
| 365 | Org. Clothing & Individual Equipment draw | 2.83d | 12/27/95 | 12/27/95 | | | | | | | | | |
| 367 | POV turn-in | 2.83d | 12/26/95 | 12/27/95 | | | | | | | | | |
| 369 | CLI draw (stations) | 1.83d | 12/26/95 | 12/26/95 | | | | | | | | | |
| 371 | Ensure Blocking, Bracing & Tie Down ID'd is on-hand | 3.83d | 12/24/95 | 12/27/95 | | | | | | | | | |
| 372 | Unit completes AUEL's load plans/orders, & spots trans | 5.83d | 12/25/95 | 12/30/95 | | | | | | | | | |
| 373 | HHG packing and shipping | 3.83d | 12/24/95 | 12/27/95 | | | | | | | | | |
| 375 | Order/flood trains | 2.83d | 12/30/95 | 01/01/96 | | | | | | | | | |
| 377 | DC:SEN3ER | 91.77d | 11/01/95 | 01/03/96 | | | | | | | | | |
| 378 | Countermine equipment fielding | 16.82d | 12/15/95 | 12/31/95 | | | | | | | | | |
| 379 | Camp development contract supervision | 14.82d | 12/06/95 | 12/20/95 | | | | | | | | | |
| 380 | Contracting for engineer services | 46.8d | 12/16/95 | 01/13/96 | | | | | | | | | |
| 382 | LOGCAP construction validation | 14.82d | 12/06/95 | 12/20/95 | | | | | | | | | |
| 383 | Development items fielding | 26.82d | 11/27/95 | 12/23/95 | | | | | | | | | |
| 384 | Monitor/increase map stock levels | 91.77d | 11/01/95 | 01/31/96 | | | | | | | | | |
| 385 | DCSRM | 18.82d | 11/27/95 | 12/16/95 | | | | | | | | | |
| 386 | Obtain additional funding from HQDA under new CR | 0.83d | 12/16/95 | 12/16/95 | | | | | | | | | |
| 388 | Fund 88th ASG \$0.1 Million for POV | 0.83d | 11/27/95 | 11/27/95 | | | | | | | | | |
| 389 | Fund 88th ASG \$0.5 Million for HHG | 0.83d | 11/27/95 | 11/27/95 | | | | | | | | | |
| 390 | Fund 21st TAACOM \$6 Million for trains | 0.33d | 12/16/95 | 12/16/95 | | | | | | | | | |
| 392 | Fund V CORPS requirements for real estate | 0.83d | 12/15/95 | 12/15/95 | | | | | | | | | |
| 393 | DCSINT | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | |
| 394 | Linguists support (Serbo-Croatian) | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | |

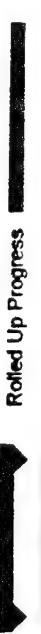


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Master Task List
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| ID | Task Name | Duration | Start | Finish | November | | December | | | | | | | | | |
|-----|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | | | | 30/05/95 | 01/06/95 | 02/06/95 | 03/06/95 | 04/06/95 | 05/06/95 | 06/06/95 | 11/11/95 | 12/11/95 | 13/11/95 | 14/11/95 | 15/11/95 |
| 396 | Coordinate additional Intel asset (IREMBASS, MSTARS, T | 0.33d | 11/24/95 | 11/24/95 | | | | | | | | | | | | |
| 397 | Appropriate Intel unit to Strike Force Identified: Mini | 1d | 11/28/95 | 11/28/95 | | | | | | | | | | | | |
| 399 | Establish Intel connectivity with ARRC Forward and USA | 0.83d | 11/01/95 | 11/01/95 | | | | | | | | | | | | |
| 400 | Coord w DCSIM for comms reqmts | 0.83d | 11/01/95 | 11/01/95 | | | | | | | | | | | | |
| 401 | CSURG | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 402 | Support PDP requirements | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 403 | Ensure sufficient stocks of immunizations and DNA | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 404 | Ensure medical support at PDPs | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 405 | Monitor medical threat analysis | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 406 | Gather medical intel | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 407 | Publish updates | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 408 | Support CL VIII requirements | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 409 | Ensure units are C1 for medical equipment | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 410 | Support FAC | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 411 | Coordinate with DCSPER | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 412 | Ensure personnel availability | 10.33d | 11/01/95 | 11/11/95 | | | | | | | | | | | | |
| 413 | OPM | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | |
| 414 | MP Functions & Unit responsibility | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | |

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Master Task List
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Task  Progress  Milestone 

Rolled Up Progress        

| ID | Task Name | Duration | Start | Finish | November | | December | | | | | | | |
|-----|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--|
| | | | | | 30/02/95 | 01/03/96 | 02/03/96 | 03/03/96 | 04/03/96 | 05/03/96 | 06/03/96 | 07/03/96 | 08/03/96 | |
| 416 | Initial Entry | 01.77d | 11/01/95 | 01/13/96 | | | | | | | | | | |
| 416 | DCSOFF | 43.8d | 11/01/95 | 12/14/95 | | | | | | | | | | |
| 417 | Complete TPFDD to level 4 | 3.83d | 11/29/95 | 12/02/95 | | | | | | | | | | |
| 418 | Conduct transportation feasibility analysis | 32.81d | 11/01/95 | 12/03/95 | | | | | | | | | | |
| 420 | Issue execute order | 0d | 12/01/95 | 12/01/95 | | | | | | | | | | |
| 421 | Complete campaign plan | 1.83d | 12/01/95 | 12/02/95 | | | | | | | | | | |
| 423 | Request PSRC | 0.83d | 12/14/95 | 12/14/95 | | | | | | | | | | |
| 425 | Approve release of items from all required ops projects | 33.81d | 11/01/95 | 12/04/95 | | | | | | | | | | |
| 426 | Finalize force prep numbers | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | |
| 427 | Validate backfill requirements | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | |
| 428 | Effect liaison | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | |
| 429 | Initiate C2 relationships | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | |
| 430 | DCSLOG | 21.82d | 12/10/95 | 12/31/95 | | | | | | | | | | |
| 431 | Customs procedure established | 21.82d | 12/10/95 | 12/31/95 | | | | | | | | | | |
| 433 | Equipment on-hand & CL IX shortages/crossleveling | 14.82d | 12/17/95 | 12/31/95 | | | | | | | | | | |
| 434 | Equip to 10/20 standards | 14.82d | 12/17/95 | 12/31/95 | | | | | | | | | | |
| 435 | Diplomatic clearance/transit agreements | 5.83d | 12/26/95 | 12/31/95 | | | | | | | | | | |
| 436 | Rear DET property hand-off | 5.83d | 12/26/95 | 12/31/95 | | | | | | | | | | |
| 437 | Unit ULN built for TPFDD | 6.83d | 12/26/95 | 12/31/95 | | | | | | | | | | |
| 439 | RQST for ship to address change | 5.83d | 12/26/95 | 12/31/95 | | | | | | | | | | |
| 440 | Map draw | 5.83d | 12/26/95 | 12/31/95 | | | | | | | | | | |
| 441 | CL V draw | 3.83d | 12/26/95 | 12/28/95 | | | | | | | | | | |



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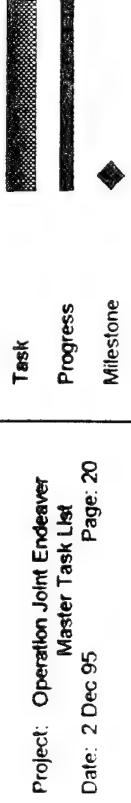
| ID | Task Name | Duration | Start | Finish | November | | December | | | | | | | |
|-----|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--|
| | | | | | 30/02/95 | 01/03/95 | 02/03/95 | 03/03/95 | 04/03/95 | 05/03/95 | 06/03/95 | 07/03/95 | 08/03/95 | |
| 443 | Ensure Blocking, Bracing & Tie Down ID'd is on-hand | 3.83d | 12/25/95 | 12/28/95 | | | | | | | | | | |
| 444 | Org. Clothing & Individual Equipment draw | 3.83d | 12/26/95 | 12/28/95 | | | | | | | | | | |
| 446 | POV turn-in | 3.83d | 12/26/95 | 12/28/95 | | | | | | | | | | |
| 448 | Unit completes AUELs lead plans/orders, & spots trans | 9.83d | 12/21/95 | 12/30/95 | | | | | | | | | | |
| 449 | HHG packing and shipping | 3.83d | 12/26/95 | 12/28/95 | | | | | | | | | | |
| 451 | Order/Load trains | 0.83d | 12/31/95 | 12/31/95 | | | | | | | | | | |
| 453 | CL I draw (rations) | 1.83d | 12/26/95 | 12/27/95 | | | | | | | | | | |
| 456 | DCSENOR | 0.77d | 11/31/95 | 01/01/96 | | | | | | | | | | |
| 456 | Real Estate contracting for B-H | 15.82d | 12/16/95 | 12/31/95 | | | | | | | | | | |
| 458 | Camp development contract supervision | 30.81d | 12/16/95 | 01/15/96 | | | | | | | | | | |
| 459 | Contracting for engineer services | 16.82d | 12/16/95 | 12/31/95 | | | | | | | | | | |
| 461 | LOGCAP construction validation | 23.82d | 12/23/95 | 01/15/96 | | | | | | | | | | |
| 462 | Development items fielding | 19.82d | 12/16/95 | 01/04/96 | | | | | | | | | | |
| 463 | Location, availability, positioning of MGB, BB | 39.81d | 12/23/95 | 01/13/96 | | | | | | | | | | |
| 465 | Monitor/increase map stock levels | 91.77d | 11/01/95 | 01/31/96 | | | | | | | | | | |
| 466 | DCSRM | 26.82d | 11/27/95 | 12/23/95 | | | | | | | | | | |
| 467 | Fund 53rd ASG \$0.1 Million for POV | 0.83d | 11/27/95 | 11/27/95 | | | | | | | | | | |
| 468 | Fund 53rd ASG \$0.5 Million for HHG | 0.83d | 11/27/95 | 11/27/95 | | | | | | | | | | |
| 469 | Fund 21st TAACOM \$2.6 Million for trains | 0.83d | 12/23/95 | 12/23/95 | | | | | | | | | | |
| 471 | Fund V CORPS reqmt for real estate and base camp devel | 0.83d | 12/23/95 | 12/23/95 | | | | | | | | | | |
| 472 | CSURG | 16.82d | 12/10/95 | 12/26/95 | | | | | | | | | | |
| 473 | Support PDP requirements | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | |

Summary
Task
Progress
Milestone

Rolled Up Progress
Rolled Up Task
Rolled Up Milestone

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| ID | Task Name | Duration | Start | Finish | November | | | | | | | | | | | | December | | | | | | | | | | | | |
|-----|---|----------|----------|----------|----------|----|----|----|----|----|----|----|----|----|----|----|----------|----|----|----|----|----|----|----|----|--|--|--|--|
| | | | | | 30 | 02 | 05 | 08 | 11 | 14 | 17 | 20 | 23 | 26 | 29 | 02 | 05 | 08 | 11 | 14 | 17 | 20 | 23 | 26 | 29 | | | | |
| 474 | Ensure sufficient stocks of immunizations and DNA | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 476 | Ensure medical support at PDPs | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 478 | Monitor medical threat analysis | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 477 | Gather medical Intel | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 478 | Publish updates | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 479 | Support CL VIII requirements | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 480 | Ensure units are C1 for medical equipment | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 481 | Support FAC | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 482 | Coordinate with DCSPER | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 483 | Ensure personnel availability | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 484 | EHSSA validate backfill requirement | 16.82d | 12/10/95 | 12/26/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 485 | Ensure units are C1 for medical personnel | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 486 | ID filter requirement | 0.83d | 12/10/95 | 12/10/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 487 | Coordinate with USAMEDCOM for replacements | 0.83d | 12/25/95 | 12/25/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 488 | OPM | 70.96d | 11/07/95 | 01/17/96 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 489 | Implement ASG Force Protection Measure | 70.96d | 11/07/95 | 01/17/96 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 490 | Employ Backfill MP Units | 60.98d | 11/27/95 | 01/17/96 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 491 | Refine Backfill Reception and Integration Plan | 10d | 11/27/95 | 12/07/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 492 | Finalize C2 concept for backfill units | 2d | 12/02/95 | 12/04/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 493 | Develop Patrol Distribution Plan by community | 10d | 12/02/95 | 12/12/95 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 494 | Train and Certify backfill for MP duty | 15d | 01/02/96 | 01/17/96 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 495 | Coordinate & Implement Host Nation Support | 42.98d | 11/07/95 | 12/20/95 | | | | | | | | | | | | | | | | | | | | | | | | | |



| ID | Task Name | Duration | November | | | | | | | | | | | | December | | | | | | | | | | | | | | | | |
|-----|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--|
| | | | 30/02/95 | 01/03/95 | 02/03/95 | 03/03/95 | 04/03/95 | 05/03/95 | 06/03/95 | 07/03/95 | 08/03/95 | 09/03/95 | 10/03/95 | 11/03/95 | 12/03/95 | 13/03/95 | 14/03/95 | 15/03/95 | 16/03/95 | 17/03/95 | 18/03/95 | 19/03/95 | 20/03/95 | 21/03/95 | 22/03/95 | 23/03/95 | 24/03/95 | 25/03/95 | 26/03/95 | 27/03/95 | |
| 496 | Cinc asks for/obtains MOD/MOI support | 5d | 12/02/95 | 12/07/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 497 | Authority to Support passed from Fed to local | 5d | 11/07/95 | 11/12/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 498 | OPM develops / promulgates policy to ASG PMs | 10d | 12/10/95 | 12/20/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 499 | Coordinate German Feldjaeger support | 10d | 12/10/95 | 12/20/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 600 | Support ASG/BSB efforts to coord Polizei Supp | 10d | 12/10/95 | 12/20/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 601 | Implement Vehicle Registration deployment policy | 10d | 11/27/95 | 12/07/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 602 | Refine Force Protection Initiatives by ASG | 30d | 12/15/95 | 01/14/96 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 603 | Coordinate Customs Requirements | 30d | 12/02/95 | 01/01/96 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 604 | Refine and Implement U.S. confinement procedures | 30d | 12/15/95 | 01/14/96 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 605 | Clarify CND/P/D status for personnel taken by IFOR acti | 30d | 12/01/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 606 | Monitor and assess LOGSEC procedures | 24.98d | 12/06/95 | 12/30/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 607 | Recon APODs/SPODS | 10d | 12/05/95 | 12/15/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 608 | Identify LOGSEC threats | 15d | 12/15/95 | 12/30/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 609 | Review/evaluate U.S. log security policies & procedur | 5d | 12/15/95 | 12/20/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 610 | Validate training for deploying personnel | 39.98d | 11/16/95 | 12/26/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 611 | Coordinate training support requirements | 5d | 11/15/95 | 11/20/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 612 | Ensure deploying personnel are aware of training req | 5d | 11/15/95 | 11/20/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 613 | Ensure training support packages are avail to deploy | 10d | 12/15/95 | 12/25/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

| ID | Task Name | Duration | Start | Finish | November | | | | | | | | | | December | | | | | | | | | | | | | | | | | |
|-----|---|----------|----------|----------|----------|----|----|----|----|----|----|----|----|----|----------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| | | | | | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 614 | Task Force Eagle | 120.96d | 11/01/95 | 03/01/96 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 616 | DCSOPS | 43.8d | 11/01/95 | 12/14/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 616 | Complete TPFDS to level 4 | 3.83d | 11/29/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 618 | Conduct transportation feasibility analysis | 32.81d | 11/01/95 | 12/03/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 619 | Issue execute order | 0d | 12/01/95 | 12/01/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 620 | Complete campaign plan | 1.83d | 12/01/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 622 | Request PSRC | 0.83d | 12/14/95 | 12/14/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 624 | Approve release of items from all required ops projects | 0.83d | 12/06/95 | 12/06/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 626 | Finalize force prep numbers | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 626 | Validate backfill requirements | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 627 | Effect liaison | 1d | 11/01/95 | 11/02/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 628 | Initiate C2 relationships | 31.81d | 11/01/95 | 12/02/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 629 | DCSLOG | 38.81d | 12/10/95 | 01/17/96 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 630 | Customs procedure established | 21.82d | 12/10/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 632 | Equipment on-hands & CL IX shortages/crossleveling | 14.82d | 12/17/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 633 | Equip to 10/20 standards | 14.82d | 12/17/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 634 | Diplomatic clearance/unit agreements | 5.83d | 12/26/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 635 | Rear DET property hand-off | 5.83d | 12/26/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 636 | Unit ULN built for TPFMD | 6.83d | 12/26/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 638 | RQST for ship to address change | 5.83d | 12/26/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 639 | Map draw | 5.83d | 12/26/95 | 12/31/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 640 | CL V draw | 3.83d | 12/26/95 | 12/28/95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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Task

Progress

Milestone

Summary

Rolled Up Progress

Rolled Up Task

Rolled Up Milestone

| ID | Task Name | Duration | Start | Finish | November | | | December | | |
|-----|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | | | | 30/02/05 | 01/03/05 | 02/03/05 | 03/03/05 | 04/03/05 | 05/03/05 |
| 642 | Ensure Blocking, Bracing & Tie Down ID's is on-hand | 3.83d | 12/25/95 | 12/28/95 | | | | | | |
| 643 | Org Clothing & Individual Equipment draw | 3.83d | 12/26/95 | 12/28/95 | | | | | | |
| 645 | PON turn-in | 3.83d | 12/26/95 | 12/28/95 | | | | | | |
| 647 | CL I draw (initial) | 2.83d | 12/25/95 | 12/27/95 | | | | | | |
| 649 | Unit completes AUELs load plans/orders, & spots trans | 4.83d | 12/26/95 | 12/30/95 | | | | | | |
| 650 | HHG packing and shipping | 3.83d | 12/25/95 | 12/28/95 | | | | | | |
| 652 | Order/Load trains | 17.82d | 12/31/95 | 01/17/96 | | | | | | |
| 654 | DCSENGR | 91.77d | 11/01/95 | 01/13/96 | | | | | | |
| 655 | Real Estate contracting for B-H | 46.8d | 12/16/95 | 01/13/96 | | | | | | |
| 657 | Camp development contract supervision | 39.81d | 12/23/95 | 01/31/96 | | | | | | |
| 658 | Contracting for engineer services | 46.8d | 12/16/95 | 01/13/96 | | | | | | |
| 660 | LOGCAP construction validation | 39.81d | 12/23/95 | 01/31/96 | | | | | | |
| 661 | Location/condition of MGB, BB | 39.81d | 12/23/95 | 01/13/96 | | | | | | |
| 663 | Development items fielding | 23.82d | 12/23/95 | 01/15/96 | | | | | | |
| 664 | Class IV prioritization for force protection | 27.81d | 12/08/95 | 01/04/96 | | | | | | |
| 665 | Troop construction management | 30.81d | 01/01/96 | 01/31/96 | | | | | | |
| 666 | Contracting for mine clearance and prioritization | 30.81d | 01/01/96 | 01/13/96 | | | | | | |
| 668 | Monitor/increase map stock levels | 91.77d | 11/01/95 | 01/31/96 | | | | | | |
| 669 | Zone of separation (ZOS) definition | 12.83d | 12/23/95 | 01/04/96 | | | | | | |
| 670 | Mapping, Charting & Geodesy special products | 46.8d | 12/16/95 | 01/31/96 | | | | | | |
| 671 | Plan/Control B-H map reprint | 91.77d | 11/01/95 | 01/31/96 | | | | | | |
| 672 | DCSRM | 3.83d | 12/20/95 | 12/23/95 | | | | | | |

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Task  Progress  Milestone 

Rolled Up Progress   

| ID | Task Name | Duration | Start | Finish | November | | December | |
|-----|---|----------|----------|----------|-------------|-------------|-------------|----------------------------|
| | | | | | 30/02/03/03 | 11/14/17/20 | 23/28/29/02 | 05/03/11/14/17/20/23/26/29 |
| 673 | Fund 21st TAACOM \$41.6 Million for trains | 0.03d | 12/23/96 | 12/23/96 | | | | |
| 675 | Fund 63/104th ASG \$0.3 Million for POV | 0.03d | 12/23/96 | 12/23/96 | | | | |
| 677 | Fund 63/104th ASG \$4.8 Million for HMG | 0.03d | 12/20/96 | 12/20/96 | | | | |
| 679 | Fund V CORPS requirements for real estate, camp develop | 0.03d | 12/23/95 | 12/23/95 | | | | |
| 680 | DCSRT | 82.77d | 11/01/96 | 02/01/96 | | | | |
| 681 | ASAS training upgrade | 0.03d | 11/30/95 | 11/30/95 | | | | |
| 682 | Warrior System fielding | 0.03d | 11/30/95 | 11/30/95 | | | | |
| 683 | Deploy additional Intel assets (REMBASS,JMICS,MS) | 0.03d | 12/30/96 | 12/30/96 | | | | |
| 685 | Initial enhanced SIGINT | 11.33d | 12/19/95 | 12/30/95 | | | | |
| 686 | Determine resealability criteria to IFOR and NATO | 3.67d | 11/01/95 | 12/04/95 | | | | |
| 687 | Establish U.S. national intel links (USAREUR Sanctus) | 0.03d | 11/01/96 | 11/01/96 | | | | |
| 688 | Establish intel links to NATO (ARRC) | 4.33d | 12/26/96 | 12/30/96 | | | | |
| 691 | Conduct continuous IPB (ICW/ARRC,USAREUR Fwd) | 4.33d | 12/26/95 | 12/30/95 | | | | |
| 692 | Receives Ingwida/translator support (Serbo-Croatian) | 4.33d | 12/26/96 | 12/30/96 | | | | |
| 693 | Establish Force Protection (C/I/HUMINT/DHS/SOF) | 4.33d | 12/26/95 | 12/30/95 | | | | |
| 694 | Receive augmentation/backfill (Reserve, Active) | 12.33d | 01/20/96 | 02/01/96 | | | | |
| 696 | Establish intel links/procedures with subordinate MN | 11.33d | 01/21/96 | 02/01/96 | | | | |
| 698 | ARCOM (305, 309 RAOCs) | 69.63d | 11/27/96 | 01/26/96 | | | | |
| 699 | PSRC (Presidential Selective Reserve Call-up) | 26.82d | 12/02/96 | 12/27/96 | | | | |
| 601 | Alert Order | 26.82d | 12/02/95 | 12/28/95 | | | | |
| 602 | Mobilization Order | 37.81d | 12/02/95 | 01/08/96 | | | | |
| 603 | HSA (Norma Station Activities) | 68.03d | 11/28/96 | 01/26/96 | | | | |

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Progress
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Rollover Milestone

Rollover Progress
Rollover Task
Rollover Milestone

| ID | Task Name | Duration | Start | Finish | November | | December | | | | | | | | | | | | | | |
|-----|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | | | | 30/02/95 | 01/03/95 | 02/03/95 | 03/03/95 | 04/03/95 | 11/03/95 | 12/03/95 | 23/03/95 | 26/03/95 | 28/03/95 | 01/04/95 | 02/04/95 | 05/04/95 | 06/04/95 | 11/04/95 | 12/04/95 | 23/04/95 |
| 604 | Finish SPD | 20.82d | 11/28/95 | 01/25/96 | | | | | | | | | | | | | | | | | |
| 605 | Admin records/security check | 20.82d | 11/28/95 | 01/25/96 | | | | | | | | | | | | | | | | | |
| 606 | ID unit equipment and personnel gaps and deficiency | 20.82d | 11/28/95 | 01/25/96 | | | | | | | | | | | | | | | | | |
| 607 | CINC mandated flag and validation | 8.83d | 11/27/95 | 12/05/95 | | | | | | | | | | | | | | | | | |
| 608 | Secure POV and personal belongings | 23.32d | 12/17/95 | 01/09/96 | | | | | | | | | | | | | | | | | |
| 609 | Deploy | 19.32d | 12/23/95 | 01/11/96 | | | | | | | | | | | | | | | | | |
| 610 | CSURG | 66.78d | 11/01/95 | 01/06/96 | | | | | | | | | | | | | | | | | |
| 611 | Support PDP requirements | 63.8d | 11/01/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 612 | Ensure sufficient stocks of immunizations and DNA | 16d | 11/01/95 | 11/17/95 | | | | | | | | | | | | | | | | | |
| 613 | Ensure medical support at PDPs | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 614 | Monitor medical threat analysis | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 615 | Gather medical intel | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 616 | Publish updates | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 617 | Support CL VIII requirements | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 618 | Ensure units are C1 for medical equipment | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 619 | Support FAC | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 620 | Coordinate with DCSPER | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 621 | Ensure personnel availability | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 622 | EHSSA validate backfill requirement | 28.99d | 12/08/95 | 01/06/96 | | | | | | | | | | | | | | | | | |
| 623 | Ensure units are C1 for medical personnel | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 624 | ID filter requirement | 16d | 12/08/95 | 12/24/95 | | | | | | | | | | | | | | | | | |
| 625 | Coordinate with USAMEDCOM for replacements | 19.67d | 12/18/95 | 01/06/96 | | | | | | | | | | | | | | | | | |

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Rolled Up Task
Rolled Up Milestone

Rolled Up Progress
Rolled Up Milestone

| ID | Task Name | Duration | November | | | December | | |
|-----|---|----------|----------|----------|-------|----------|----------|----------|
| | | | Start | Finish | 05/08 | 11/14/96 | 20/23/96 | 02/05/97 |
| 626 | OPM | 103.07d | 11/15/96 | 03/01/97 | | | | |
| 627 | Central Region force protection | 103.07d | 11/16/96 | 03/01/97 | | | | |
| 628 | Support implementation of ASG Force Protection | 92d | 11/25/96 | 02/26/97 | | | | |
| 636 | Oversee Implementation of Customs Requirements | 60d | 01/01/97 | 03/01/97 | | | | |
| 637 | Refine and Implement U.S. confinement procedures | 15d | 02/15/96 | 03/01/97 | | | | |
| 638 | Oversee Implementation of CI/DPIOD policy | 60d | 01/01/97 | 03/01/97 | | | | |
| 639 | Monitor and assess LOGSEC procedures | 18d | 12/16/96 | 12/30/96 | | | | |
| 640 | Support Recon of APODs/SPODS | 10d | 12/15/95 | 12/25/95 | | | | |
| 641 | Identify LOGSEC threats | 15d | 12/15/95 | 12/30/95 | | | | |
| 642 | Review/evaluate U. S. log security policies & pro | 5d | 12/15/95 | 12/20/95 | | | | |
| 643 | Develop and conduct training for deploying pers | 26.99d | 11/16/96 | 12/11/96 | | | | |
| 644 | Coordinate training support requirements | 5d | 11/15/95 | 11/20/95 | | | | |
| 646 | Ensure deploying personnel are aware of trainin | 5d | 12/01/95 | 12/06/95 | | | | |
| 646 | Ensure training support packages are avail to de | 10d | 12/01/95 | 12/11/95 | | | | |
| 647 | Request all appropriate frequency clearances | 7.83d | 11/26/95 | 12/03/95 | | | | |

| Project: Operation Joint Endeavor Master Task List Date: 2 Dec 95 | Task | Summary | Rolled Up Progress |
|---|-----------|---------|--------------------|
| | Progress | | |
| | Milestone | | |

APPENDIX D

CRITICAL ISSUES

CRITICAL ISSUES

- 1. SPONSOR:** Director, Crisis Action Team
- 2. OBJECTIVE:** To identify critical issues and potential show stoppers of interest to the CINC.
- 3. BACKGROUND:** Critical issues requiring CINC action were not being identified in a timely manner. USAREUR CoS tasked ORSA Cell to help the Director, USAREUR Crisis Action Team.
- 4. DISCUSSION:**
 - a. Critical Event: Specified or implied tasks the completion of which are essential to mission accomplishment. Decision points relate to identified critical events.
 - b. Step 1 was the ORSA Cell working with the USAREUR Staff to identify tasks and events by functional area that needed to be accomplished to deploy forces to Hungary and subsequently to Bosnia-Herzegovina. (See Appendix C, Master Task List, for details.)
 - c. Step 2 was to identify USAREUR Specified Tasks in the USCINCEUR Alert Order 14 1325 Nov 95 (See Annex 1).
 - d. Using the Specified Tasks and the USAREUR Task List a Critical Issues List was generated.
- 5. RESULTS:**
 - a. Critical issues were used to identify CINC Decision Points on the Pol-Mil Timeline that was briefed to the CINC daily. (See Appendix A, Pol-Mil Timeline, for further details.)
 - b. An informal paper describing the Critical Issues and Potential Show stoppers was distributed to the Crisis Action Team on a regular basis to keep all personnel updated on the current status and help focus their efforts. See Annex 2.
 - c. Received positive feedback from everyone on the effort.
- 6. STATUS:** Start date - 21 Nov 95.
Updated as Required.

Specified Tasks (USCINCEUR Alert Order 14 1325 Nov 95)

Operations

1. Establish U.S. presence in U.S. TAOR
2. Incorporate non-U.S. forces
3. Examine concepts for participation of non-NATO forces
4. Maintain ability to deploy additional NATO and non-NATO forces

5. Establish a U.S. National Support Element
6. Designate NSE Commander
7. Establish liaison in the Joint Commission with all members of the previously warring factions
8. Mark boundaries of separation between the warring parties

9. Enforce withdrawal of forces to conform to new boundaries
10. Enforce compliance by all parties to the peace agreement
11. Enforce cease-fire and compliance by all parties with the lines of separation

12. Executive Agent for Detainee Ops and Force Protection Operations
13. Ensure self-defense and freedom of movement of IFOR
14. Observe and prevent interference with any population movements that accompany the withdrawal of forces under the peace plan

15. Facilitate movement of UNHCR and other international organizations for humanitarian missions
16. Host OSCE Observation Groups

17. Provide a supporting OPLAN to USEUCOM
18. Determine availability of forces and establish times
19. Develop a validated and transportation-feasible TPFDD

20. Consider use of Information Warfare and Command and Control Warfare
21. Plan Psychological Operations
22. Develop plans for Civil-Military operations

Logistics

23. Provide national logistics support in the TAOR for deployed U.S. forces, and non-U.S. forces "by agreement"
24. Determine requirements for logistics support
25. Inform USEUCOM of all logistic limitations

26. Provide logistic support for deployed U.S. forces
27. Identify requirements for Theater ISBs
28. Establish DACG Ops at APOE Rhein Main AB and APOE Ramstein AB
29. Lead role for common item supplies/services to all U.S. forces in U.S. AOR, and by agreement to non-U.S. forces

30. Coordinate base support plans
31. Provide common user land transportation support for U.S. forces
32. Lead role for U.S. mail responsibilities
33. Assume contracting lead

- 34. Provide logistic/engineering requirements and unit/resource shortfalls and identify those which may be met by contract/HNS
- 35. Develop ISSAs to provide common item supply and service support to U.S. forces
- 36. Be prepared to negotiate reimbursable Bi-lateral Agreements
- 37. Deploy reverse osmosis water purification units or other water purification assets

- 38. Reception, Staging, Onward Movement and Integration (RSOI)
- 39. NSE will provide RSOI for U.S. forces and non-U.S. forces, as negotiated
- 40. NSE will provide movement control at designated POE/POD and inland terminals
- 41. If required, establish MCT at SPOD Rijeka
- 42. Establish inland ports and terminals along LOCs to support operations and convoys

- 43. Establish MCTs at APOD Tuzla and, if required, at APODs Belgrade and Zagreb
- 44. NSE will provide terminal operators at inland terminals along LOCs
- 45. Identify Base Operation Support for forces deployed to Tuzla airfield

Engineers

- 46. Provide Engineer C2 to NSE
- 47. Lead role for Engineer CL IV support
- 48. Open/maintain MSR's from Sava River, through Tuzla, into TAOR*
- 49. Establish/maintain ground combat element and NSE assembly/lodgement areas

- 50. Construct protective facilities and obstacles
- 51. Execute Hazardous Material disposal procedures
- 52. Conduct water drilling operations if required

Personnel

- 53. Determine personnel augmentation requirements
- 54. Identify personnel with execution-critical skills and special equipment not expected from in Theater assets
- 55. Identify critical MOS skills not available from in-Theater assets

- 56. Determine possible requirements for Reserve Forces employment/augmentation and need for PSRC
- 57. Identify backfill required to maintain current health service support
- 58. Determine civilian personnel requirements

- 59. Develop plans to support family members who remain in-Theater
- 60. Executive agent for MWR support to all U.S. forces in Central Europe
- 61. Lead role for mortuary affairs
- 62. Lead role for surface, ground, and rotary wing medical evacuation*

Intelligence

- 63. Provide a Commander's risk assessment for each phase of all supporting plans
- 64. Establish U.S. National Intelligence cells as appropriate at principal NATO Headquarters
- 65. Provide operational/tactical intelligence support for deployed U.S. forces (or non-U.S. forces by agreement)
- 66. Develop and coordinate terrorist threat countermeasures

Critical Issues and Potential Show Stoppers

Critical Event: Specified or implied tasks the completion of which are essential to mission accomplishment (Decision points relate to identified critical events).

1. LOGCAP for Zone of Separation: (DCSENGR & DCSLOG)

Delays in delivery of construction material causing problems. Additionally, force flow moved up causing excess troops at Camp Harmon. LTG Abrams wants to reduce number of soldiers to approximately 1000 at Camp Harmon - still overcrowded. (SeaBees built tents for 1100)

Concept of Ops briefed to CINC during 10 Dec 95 BH Update. Combination of Red Horse, SeaBees and LOGCAP.

1 AD, V Corps, DCSLOG, DCSENGR reps finalizing plans for LOGCAP

\$ (DCSRM)

Lease Real estate (DCSENGR)

and Location of Base Camps (Plans for 13)

Contractor plans to follow US Forces and start work when area is secure.

(Terrorists, Gangs, Mines)

Tuzla req 3000 w/ total req of 17,500

2. Central Region Quality of Life

Backfill for Health Services - (CSURG)

First units arrive 9 Jan 96.

Worked as part of Reserve Issues

Health Services Cmd plans extensive use of German system

Some backfill from CONUS.

Backfill for Postal (DCSPER) - *First units arrive 8 Jan 96.*

Backfill for Finance (DCSRM)

Backfill for MPs - (OPM)

Worked as part of Reserve Issues

Central Region Force Protection - Active, Reserve & Guard

Option: Augment with HNS (GE Military willing to help)

3. Multinational Logistics (DCSLOG & 21st TAACOM)

Nordic Bde starting to show up on 6 Jan 96. Schedules for Turks, Russians and Nordics on hand.

Total of 21 trains over next 10-14 days.

4. Bridging across Sava River: (DCSOPS & V Corps)

First bridge in 31 Dec 95. Working on 2nd Bridg with 586 AFB.

V Corps working deployment schedule to put bridge in place. 502d AFB ready.

CINC Decision Brief 30 Nov: Get bridge Co from CONUS. V Corps plan approved.
CINC briefed 4 Dec - Bridge in place 22 Dec

Capacity required (V Corps)

Fixed bridge requirement in Spring

Avail of CONUS Units (DCSOPS) -

CINC Decision 30 Nov to request CONUS units

Ft. Riley MGB Co. & Ft Benning AFB -- On schedule.

Unit Adv Parties in country and inspecting & drawing equipment.

JCS & EUCOM EXORD authorized 3000 for RSOI/bridge in Hungary.

5. MSRs in B-H and Croatia - Currently not a problem.

Engineers surveying all bridges and will develop a plan to improve overall infrastructure.

6. TPFDD (DCSOPS)

USAREUR Movements Board started 12 Dec. It is helping to clean up the TPFDD and prioritize required movements.

Continue to work on developing a feasible transportation plan.

Output is the sequence of units and flow from Central Region to Hungary. Essential to the development of train schedules, air flow requirements and requirements for convoys and buses.

Conference held on 29 Nov 95 - Follow on 2 & 3 Dec 95.

NATO Enabling Force TPFDD finished by USAREUR - EUCOM validated ULNs for movement. Trains loaded and ready for pull COB 6 Dec.

Finalizing TPFDD for NSE , LOC Opening and TF Eagle (-).

7. Train Schedules: (21st TAACOM)

Currently on track.

Diplomatic/transit agreements completed. 8 Dec first trains departed. Safety assessment completed and approval to upload ammo given.

CINC Decision Brief:

30 Nov: Spot trains for NATO Enabling Forces; do not load.

3 Dec: Load NATO Enabling Force trains

7 Dec: Spot trains for NSE/LOC-3000 man RSOI Force

3000 man RSOI start loading trains 07 1300 Dec

1st TMCA developing Train schedules

8. Presidential Selective Reserve Call Up - 8 Dec (DCSOPS)

USAREUR Reserve Units alerted 9 Dec; Mobilization on 11 Dec

FORSCOM Units Alerted 9 Dec - Possible mobilization date 27 Dec. This potentially results in units and individuals not ready to deploy until mid to late Jan. Sec of Army briefed Pres on impact 6-7 Dec. DCSOPS working with HQDA to resolve.

Identified requirement for units and augmentees. Done.

9. CL V: (DCSLOG) - DCSLOG says everything on track

Movement of uploaded weapon systems approved - Safety assessment complete -

14 railheads okay

Transport/Clearances to move CL V (6 trains to Hungary, B-H, Croatia)

Storage at ISB in Hungary or B-H

Unit provides security for uploaded trains (1/2 ABL), 21st TAACOM MPs provide security for Ammo trains

10. LOGCAP for ISB - Hungary: (DCSLOG & DCSENGR)

(CINC decision made 24 Nov 95)

7 Dec: Worked started on fixed facilities by Brown & Root.

Lease Real Estate (DCSENGR) - done 7 Dec

Tents (DCSLOG) - New tents arriving in theater and being shipped to Hungary via commercial truck.

Zupanja Base Camp: (500 permanent and up to 2000 transient) Tentatively scheduled for Navy Seabees to build and then Brown & Root will take over and run.

Choose Contract Mechanism- Done

\$ (DCSRM) - Done

4 Dec - Authorized to initiate contract and start spending money.

11. SOFA/Transit Agreements: (DCSOPS CIG) *No longer an issue*

SOFA: Bosnia, Croatia negotiated at Dayton, Ohio. Hungary approved 28 Nov 95.

Transit agreements in place for Austria, Czech, and Slovakia on 8 Dec. Procedures being distributed to 21st TAACOM and 1st TMCA. (Expected approval was NLT 1 Dec 95.)

As of 9 Dec:

Hungary: 29 Nov for IFOR
7 Dec for NSE, etc

Czech: 7 Dec

Austria: 8 Dec

FRY: 23 Nov

Slovenia: 2 Dec

Slovakia: 7 Dec

Switzerland:

FRYOM: 4 Dec

12. Communications (DCSIM) - *On track*

NATO Enabling Force on track per BG Nabor.
Commercial lines, Frequencies & Satellite links

13. Budget (DCSRM) *No longer an issue*

1 Dec - Defense Budget became law --- funds available to support deployment (DCSRM)

14. Contracting Authority: (PARC) *No Longer an issue*

EUCOM RSOI EXORD dtd 062035Z Dec 95 gives authority for actions related to staging bases in Hungary, Croatia and BH.

APPENDIX E

DEPLOYMENT

STATUS

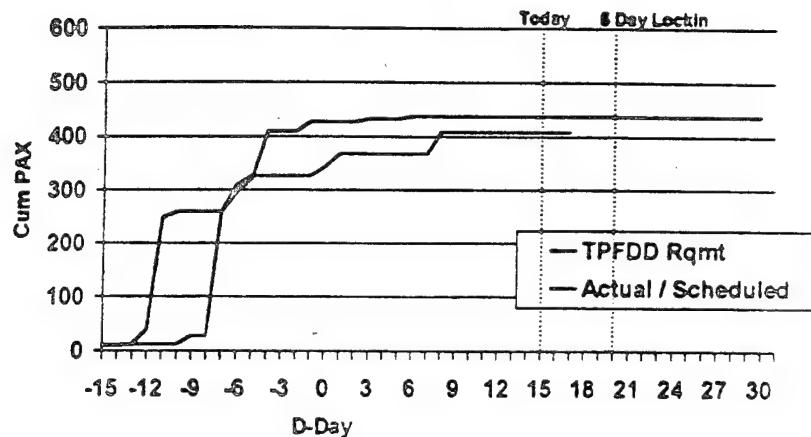
Deployment Status

- 1. SPONSOR:** Director, Crisis Action Team
- 2. OBJECTIVE:** To graphically depict the deployment status over time for each Force Package: NATO Enabling, National Support Element (NSE), Strike, Initial Entry, LOC Opening, and TF Eagle.
- 3. BACKGROUND:** The CINC wanted a method to evaluate the deployment of units and their equipment, as well as planned deployment over the next 5 days. The ORSA Cell recommended the use of deployment charts that compared the number of personnel and STONS in the TPFDD (requirement) to the actual and scheduled deployment over time.
- 4. DISCUSSION:**
 - a. **Facts:** Process of tracking units deployed is not automated, relying on many phone calls to various rail heads and air fields to obtain data. Accurate counts, especially for PAX, were hard to obtain, and were quite sparse at the beginning of the deployment.
 - b. **Assumptions:** Even though both unit name and ULN were recorded at the port of embarkation (POE), when conflicting information was encountered, it was assumed that the recording of the unit name was most accurate. Furthermore, it was assumed that the STONS reflected in the TPFDD were more accurate than the STONS reported at the railheads.
 - c. **Methodology:** Information concerning actual movements was collected from various sources. Information concerning scheduled movement were obtained and used to project progress through a five day window. Each day, as additional information became available, the actual and projected movement data was updated. See the next section on a more complete discussion of the methodology.
- 5. RESULTS:** Deployment charts were included in the daily B-H Update brief to the CINC. Initially, 5 force packages were briefed (NATO Enabling, NSE, LOC, Strike, and Initial Entry), however, when Strike, LOC and Initial Entry forces closed, the numbers used to generate those charts were incorporated into the TF Eagle charts and only NATO Enabling, NSE, and TF Eagle force packages were used in the daily briefing. These force packages were selected because after deployment, U.S. forces are only task organized into these 3 force packages. Early on in the project, the ODCSENGR used the charts to project initial housing requirements. The deployment projections were also used to predict the number of troops deployed at Christmas and on the 15th of January for the briefings to the White House.
- 6. STATUS:** Started: 5 Dec 95 Completed: 19 Jan 96
The following pages contain the final versions of the deployment charts. Note that there are different ending dates due to the fact that the forces closed at different times.



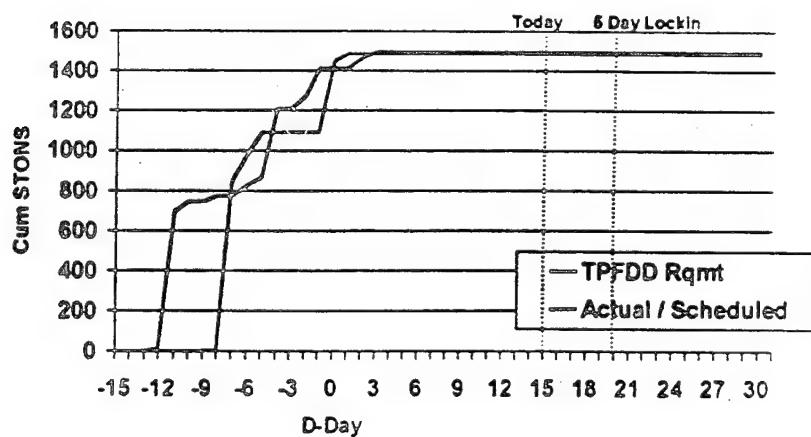
DEPLOYMENT STATUS

NATO Enabling Force PAX



DEPLOYMENT STATUS

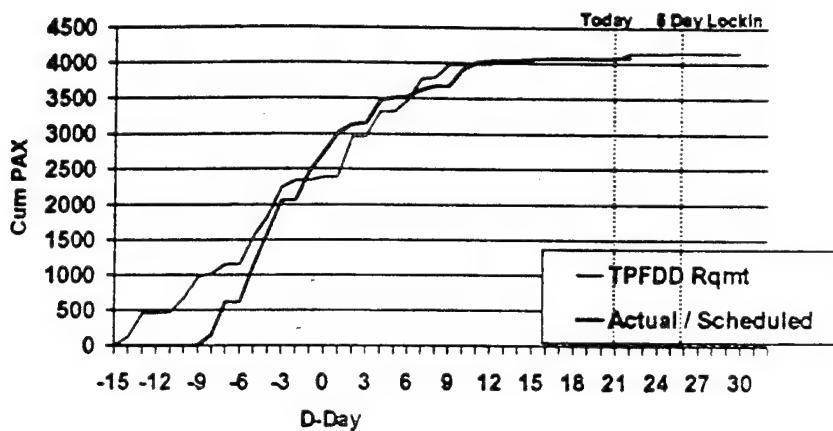
NATO Enabling Force STONS





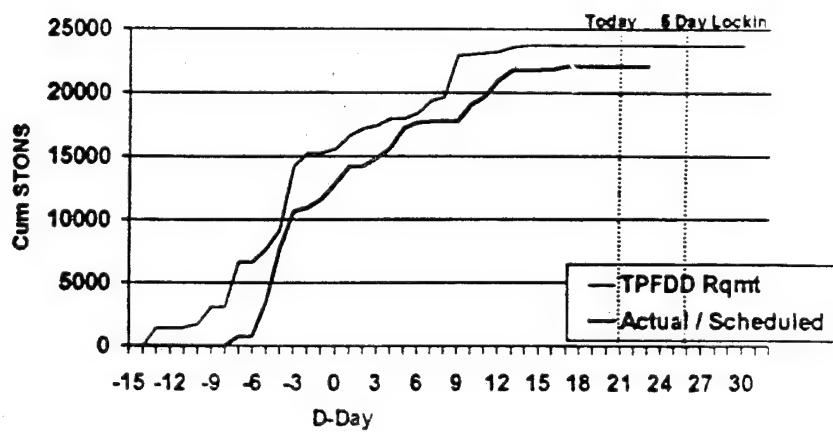
DEPLOYMENT STATUS

NSE Force PAX

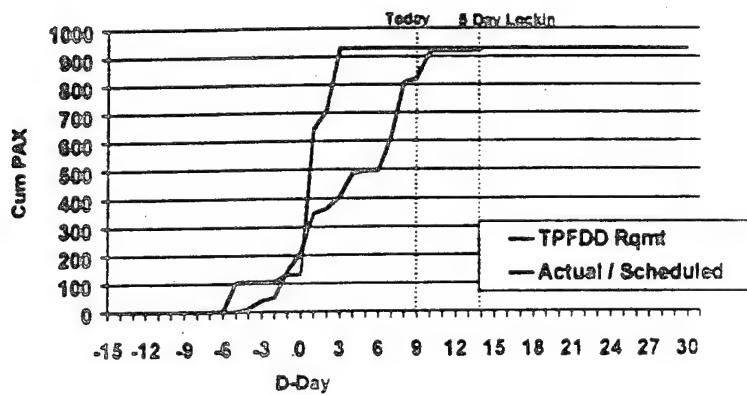


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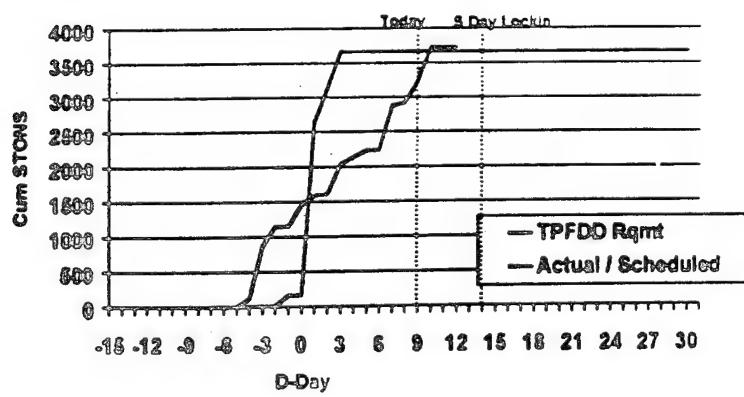
NSE Force STONS



Strike Force PAX



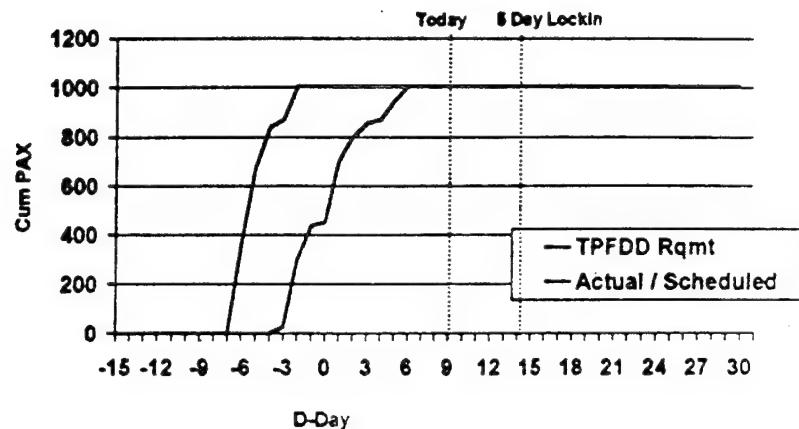
Strike Force STONS





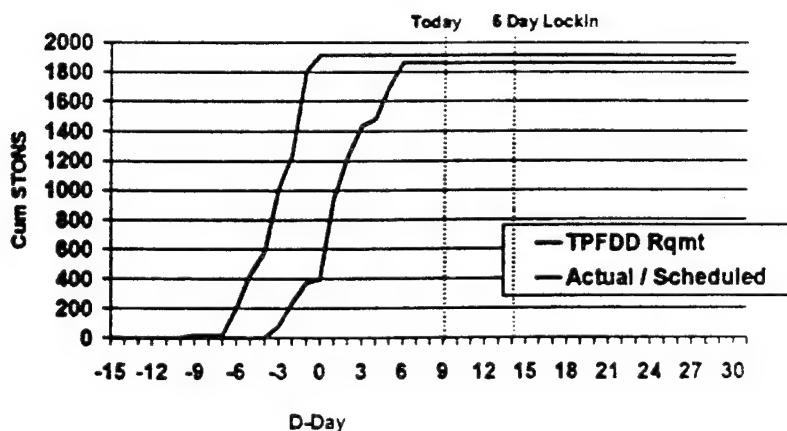
INITIAL ENTRY FORCE STATUS

Initial Entry Force PAX



INITIAL ENTRY FORCE STATUS

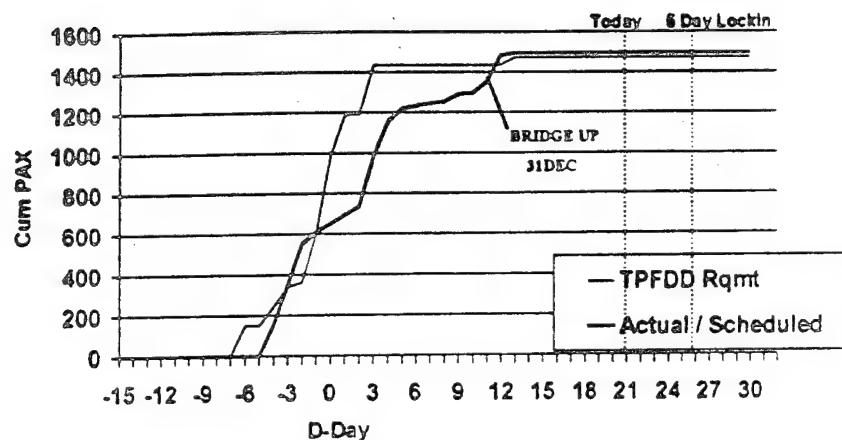
Initial Entry Force STONS





DEPLOYMENT STATUS

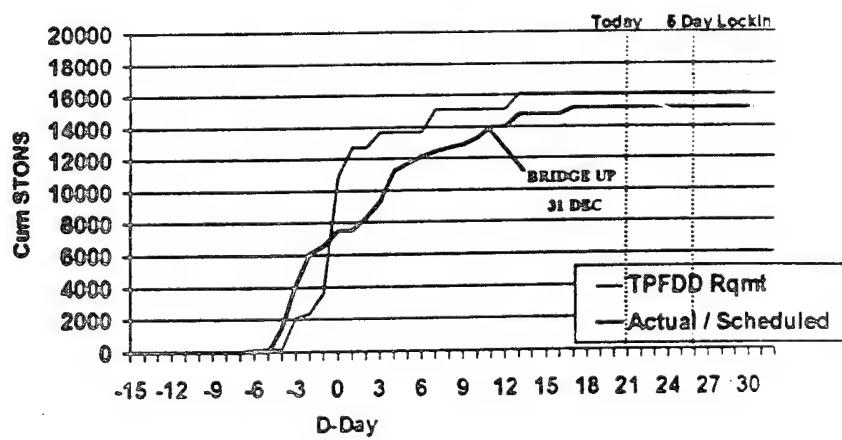
LOC Opening Force PAX



DEPLOYMENT STATUS

AS OF 1000Z 21 NOV 1998

LOC Opening Force STONS

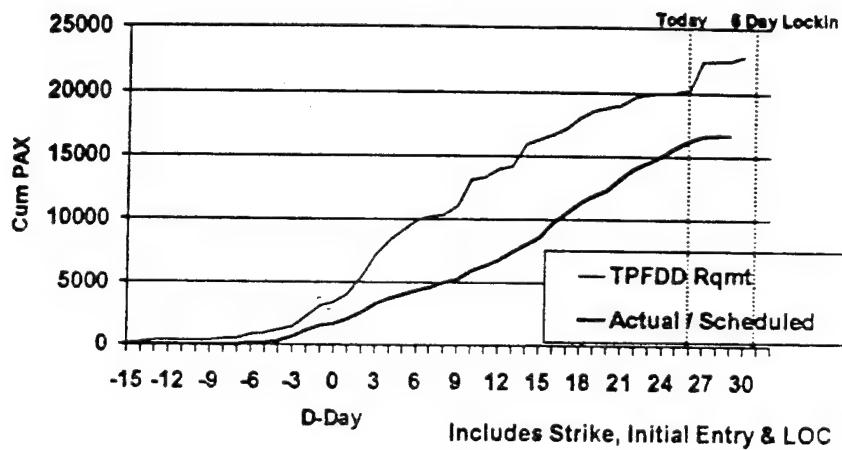




DEPLOYMENT STATUS

EXCERPT FROM DRAFT PLAN

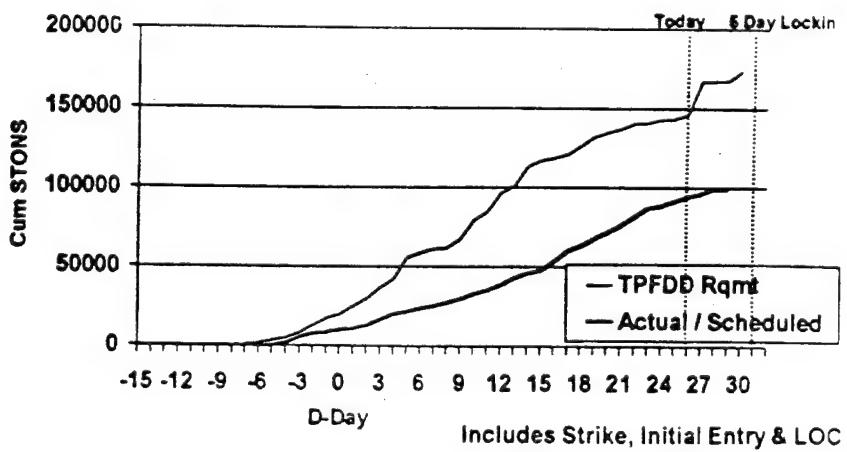
TF Eagle PAX



DEPLOYMENT STATUS

EXCERPT FROM DRAFT PLAN

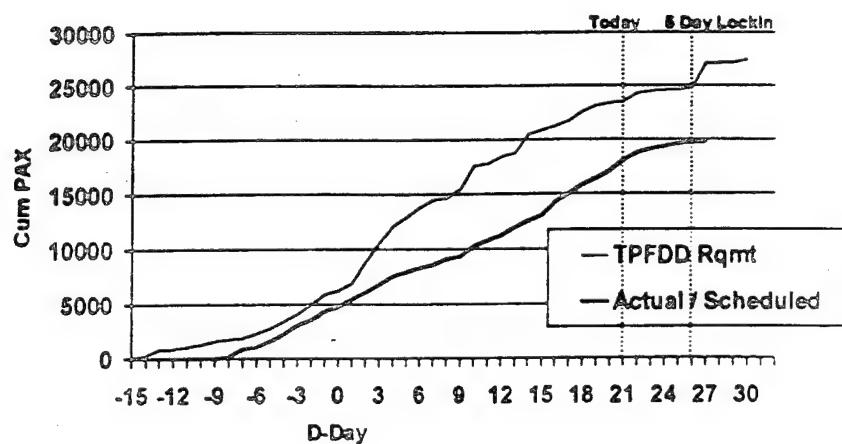
TF Eagle STONS





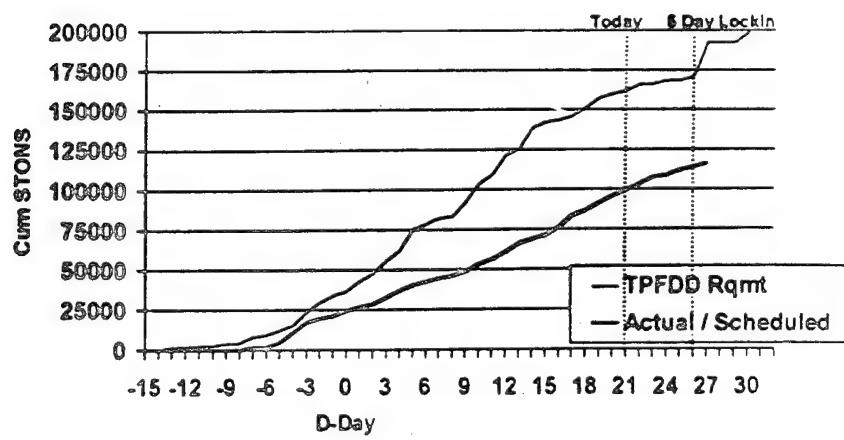
DEPLOYMENT REVIEW

Total Force PAX



DEPLOYMENT REVIEW

Total Force STONS



Methodology for Deployment Status

1. Requirements: The TPFDD requirements were obtained from the OPS Planners (LTC Leonard's team) whenever significant changes were made, usually once a week. The TPFDD has a force module code which uniquely identified several of the force packages which we were interested in. The force module for NATO Enabling was unique and allowed easy identification of all the TPFDD lines associated with the force package. This was also true of Initial Entry and the National Support Element (NSE) associated with 21st TAACOM forward. However, the force module codes for NSE (USAREUR forward), Strike, and the Lines of Communication (LOC) forces were not unique.

A line by line review of the TPFDD was conducted identifying which units were associated with the different force packages. From this, a cross reference file was built and used throughout the project. As newer versions of the TPFDD were obtained, additional scrubs of the TPFDD file were required in order to identify additional lines that had been added to the TPFDD. In order to merge the cross reference list with the new TPFDD, both files were loaded into a data base, ACCESS, and the files were joined. The data lines which ended up with blank force package codes were the new lines which were added to the TPFDD. Research was then performed to identify which force packages those units were identified with.

The cross reference file became invaluable, due to the fact that the data on actual and planned force movement did not indicate which force package they were associated with. That information always had to be looked up. The cross reference file was used for the look up. The file was sorted several ways: by ULN, by unit name, and by force package. The data elements in the cross reference file were force package code, ULN, unit name, PAX, STONs, and latest arrival date (LAD).

With the force package code identified to each line of the TPFDD, the file could then be sorted by force package and by latest arrival date (LAD). Daily subtotals for PAX and STONS would then be computed, and the resulting requirements data would be plotted for each force package.

2. Actual and Planned Movements: A simplified view of the process for obtaining and recording actual and planned movements is as followed:

- a. Obtain data on current movement and projections from the force trackers and 21st TAACOM.
- b. Identify the force package associated with the unit being moved.
- c. If rail, determine the appropriate STONS to be counted towards that mission.
- d. Record all current data in our data base and obtain subtotals by date for each force package.
- e. Input the subtotalled data into the summary data base in preparation for generating the deployment charts.
- f. Transfer the data to the deployment charts; print and distribute.

To estimate when a unit would arrive at their destination, a specified number of days were added to their departure time; add 3 days for rail, add 2 days for bus or convoy, and

use same day for air movement. As actual data became available, the estimated arrival times were updated, as well as number of personnel moved. From the data received from the 21st TAACOM, movement for the next 5 days were projected. The rail schedules actually went further out in time, but projections on the deployment charts were restricted to time days due to the variability of actual departures, especially early in the deployment.

A few of the standard factors used were:

| <u>Mode</u> | <u>Average STONS</u> | <u>Average PAX</u> | <u>Dimension</u> |
|---------------|----------------------|--------------------|------------------|
| Rail | 550 | 10 | per train |
| Mil Convoy | 20 | 2.5 | per vehicle |
| Plane | 26 | 10 | per plane |
| Self-deployed | 5 | - | per aircraft |

As trains were projected for movement, the unit to be moved would be looked up in the cross reference file to find out how much (in STONS) needed to be moved. That amount, divided by 550 STONS per train, would indicate how many trains were needed, and the average STONS on each of the trains would be. An estimate of 10 PAX per train was used. When data reflecting the actual movement was later obtained, the number of PAX was updated with those new figures. The STONS were kept as those initially projected, not reflecting the data reported by the rail heads.

As units were looked up in the cross reference file, and trains were projected, notes were taken so that when future movements were made, the tonnage was not "double counted". In addition, the ACT-PLND file was summarized to show the subtotals of PAX and STONS that were moved for each unit. If the totals were more than those shown in the TPFDD, then adjustments were made. For example, if a unit deployed by both air and rail and we didn't have visibility of the tonnage shipped by both modes, adjustments were made to account for the entire unit so as not to double count the tonnage.

Actual movement data provided both the unit name and the ULN. Frequently when this unit was looked up in the TPFDD, it's assigned ULN did not match the one given as the actual movement. It was decided that unit names were more accurately reported at the rail heads, air ports, etc., than were the ULNs. So each time data was received on actual movements, the unit would be looked up in the TPFDD cross reference file in order to determine it's ULN, it's associated force package, and to check how many STONS it was to have shipped. All data collected on actual movements was recorded in a spreadsheet called ACT-PLND.xls; this was to provide an audit trail of what were did and what assumption were made.

There were a variety of data sources used during the deployment. Section 4 covers them in more detail. The data for rail, bus and highway operations was usually obtained through the 21st TAACOM representative to the USAREUR CAT. Since 21st TAACOM rotated their representatives over time, the data supplied varied in detail. Sometime we only received summary data, not even including the mission number of the movement in consideration. Sometime we received the complete history of all movements since the deployment started along with projections for the next week. Feast or famine.

We did begin receiving a report/spreadsheet directly from 1st TMCA. Next time we should initially establish that direct contact with 1st TMCA and consistently receive the detailed data necessary to track deployment status of the units.

The force trackers established a data base which initially contained some valuable information for this effort. However, their information, because of the way they were storing data, did not make it conducive to quick and reliable summaries which we needed. After helping them clean up their existing data and re-organizing it for their use, we did not use it as a point of reference. Once we established our data base, we began supplying them with our information.

Data Sources - Overview

- 1. Self-deployments :** Aviation office provided the numbers and types of aircraft deploying. Usually at the shift changeover briefs they would announce what left during the day. During the evening we would obtain the totals for the previous day. Always used the figures from aviation for the number of PAX, which varied per type of aircraft: 2 PAX per RC-12, AH-64, AH-1, OH-58D, OH-58C, and 4 PAX per CH-47 and UH-60.
- 2. Air flow :** The force trackers of air flow provided actual time and actual arrivals of flights. Information was not always available in a timely fashion, since flights continued throughout the evening and the USAREUR CAT often did not receive confirmation on arrivals until after midnight. The main information provided on the air flow was the actual time of departure and arrival, the unit name, the ULN, the PAX, and the STONS. Usually the PAX and STONS were not provided. In that case, the estimated PAX and STONS were used. Given the unit name or ULN, the force package for the unit was looked up using the cross reference list. At that time a check was made to insure that all the unit's PAX or STONS weren't previously designated as moving per some other mode of transportation. If it was, then some adjustments were made, so that people or tonnage weren't double counted. Projections for air flow were never for more than one day in the future.
- 3. Bus :** Many of the PAX traveled to Hungary via commercial buses. Usually we were able to find out which units went, but not the number of PAX. The most consistent source of data for the number of PAX came from the 1st TMCA reports. These reports provided the unit name, ULN, travel times, the number of PAX, and the number of buses to move those folks. Usually that information was for today's date, plus tomorrow's schedule. Sometimes we obtained a five day forecast, which was used in the deployment charts.
- 4. Highway operations :** The best source of this information was 1st TMCA reports. Those reports provided the unit name, ULN, travel times, number of PAX, commercial vs. military convoy, and the number of vehicles. To obtain STONS, an average of 20 STONS per vehicle was applied. When adding convoys to our data file, a check was made to insure that the unit hadn't already been shown as leaving by some other means of

transportation. The information gathered was for that day's activities and the next day. Forecasts for more than one day were not available.

5. Rail : 1st TMCA compiled a movement schedule which showed mission number, railhead, destination, unit name, ULN, departure and arrival times, number of PAX, and STONS, along with various other information. Several times we received this electronically as an excel file and was an excellent source; however, the file was not received consistently. Another source was 21st TAACOM's powerpoint briefing slides, which contained similar data, but sometimes less than required detail. A third source was the charts extracted from the VTC briefings, provided by the USAREUR Forward team. They contained some valuable information, especially actual arrival times for the many missions.

Observations: Summaries from the ORSA Logs

1st TMCA built a movement plan from the validated TPFDD with the number of trains, planes, etc. required based on the deployment dates provided in the TPFDD.

TPFDD changed over time, as it was refined and then validated. One significant event was the compiling of a 3,000 RSOI package for the combined NSE/LOC.

The early rail movement was hampered from the fact that all required diplomatic clearances were not obtained. This resulted in a slow start and initial railhead congestion.

Inability to off load the trains in a timely fashion at the ISB, Hungary, resulted in the stoppage of rail movement and subsequent delay of the delivery of equipment and troops.

A goal of validating all ULNs at least 7 days before they must move was not reached until the first month of deployment was finished. Then movement was switched from the call forward being based on the latest arrival date (LAD) to the earliest arrival date (EAD). For a short period (~3 days) some units were caught unprepared since they were called forward 5 days earlier than expected.

DCS PER wanted to be notified as soon as possible so that they could get their PAS team on site to account for the people. That happened only rarely for the first 3 weeks.

Ops-Plans provided ORSA some printouts, segregated by force package as much as possible. Received separate printouts for NATO Enabling and Initial Entry force packages, as well as the NSE portion of the 21st TAACOM. The rest of the force packages Strike, LOC, and the NSE portion of USAREUR forward) were lumped together.

Actual movement began on 10 Dec 95, with most of the early movement based on NATO Enabling force deployment. Data reported on actual movements was sparse. Data collected was for both Central Region deployment and for CONUS Augmentation.

Initial deployment charts which ORSA developed had links between the excel spreadsheets and the powerpoint slides. However, the charts were not maintaining their links, causing a significant amount of re-work each time the charts were printed. The links were finally abandoned for a new and more reliable process. A macro was developed, called paxston, which summarized the data in the ALLFORCE spreadsheet and copy it to the clipboard, which then was used in the powerpoint chart. Worked slick as mud.

A second macro was developed, called personal.xls, which did the same as the macro paxston, except it copies the CONUS Augmentation data and prepares them for copying to the powerpoint charts.

After a week of tracking deployments, we held a meeting with the force trackers and the ops planners. Reviewed what each was doing in an attempt to eliminate any duplicate effort and to refine the process. Cleaned up the force trackers data base and supplied them with force package data. After working with them and their data base for several days, it was determined that their data would not provide us the quick summary required to develop the deployment charts. We still shared information, but ORSA developed their own data base which could provide us an audit trail for the deployment charts.

Developed a spread sheet specifically for providing a detailed audit trail for units deployed. Obtained detailed data for all the units associated with the NATO Enabling force, and updated that as units deployed. CAT chief decided against doing that for the other force packages. We were able to answer many questions with the information obtained about the NATO Enabling force deployment.

For the first week of tracking deployment, data concerning military and commercial convoys was not available. As the deployment progressed, the information became more available, but never thorough.

As a quick check on how well we identified units to force packages, we compared PAX numbers with the designated caps for the force packages. If they were significantly different, then a review of the match ups was performed.

The chart for the Task Force Eagle and for the total force were not developed until some of the force packages were nearing closure. Then the emphasis changed to NSE, LOC, and finally, TF Eagle. TPFDD requirements for TF Eagle were identified as all the requirements which were not previously identified as being associated with another force package. Over time, that process was reviewed and refined, in order to more accurately identify the force package with the units.

When plotting the TPFDD requirements, we observed an extremely large requirement for the 23rd Engineers, reported it to the TPFDD planners, and the problem was corrected.

Used the data to satisfy a request from DA. Request was to predict how many soldiers would be deployed on 25 Dec 95. The answer which we developed was provided to EUCOM through the CAT PER rep.

EUCOM had interest in our deployment charts. A EUCOM representative spent a morning here reviewing our methodology.

DCSENGR used the deployment charts to project initial housing requirements. They needed that critical data as they were developing a schedule for the construction of the base camps.

Note: See lessons learned sections for a wrap up of the experience of being part of a process that was minimally defined at the beginning, and developed before our very eyes. A process that still needs improvement.

Estimate of Deployed Forces (Army) by 25 Dec 95

A request came in from EUCOM, asking for the estimated number of Army troops which will be deployed in the Hungary, Croatia, B-H area. This number is to be passed on to the SECDEF for his brief to the President. We estimated that 14,600 Army personnel will be deployed by 25 Dec 95. We derived the estimate as follows:

Using the 4243E OPLAN, as of 13 Dec 95, we added the number of PAX for each force package with latest arrival time less than or equal to 25 Dec 95. Results were:

| | |
|---------------|--------------|
| NATO Enabling | 496 |
| NSE | 3,117 |
| Strike | 902 |
| Initial Entry | 1,341 |
| LOC | 1,230 |
| Total | 7,086 |

The TF Eagle force package is not available since it is a combination of the 'E' and the 'B' plan; MAJ Chung, force tracker, understood what I needed, but was unable to provide me any useful information which would allow me to estimate the number of troops deployed. Therefore, I estimated the number of TF Eagle troops deployed as follows:

Total troops in TF Eagle is approximately 15,000, and were planned to deploy over a 34 day period. Given that G-day is 15 Dec, the first 10 days of deployment is considered. Assuming that the U.S. wants to make a "show of force", I assumed that 50% of the troops would be deployed during the first 10 days after G-day. Those troops (50% of 15,000 = 7,500) would be in Hungary at the ISB, enroute to B-H, or at their final destination.

The estimate of the troops deployed by 25 Dec 95 is then computed as

$$7,100 + 7,500 = 14,600$$

This was explained to LTC Behnke and he approved it. I explained it to the PER rep on the CAT, and he relayed the information to the contact at EUCOM (LTC Gaylin, Command Director, ETIC, DSN -8906).

Norm Trier, ORSA Cell

OPERATION JOINT ENDEAVOR DEPLOYMENT STATUS

Time Cross Reference Chart

| C DAY | 2-Dec | D-18 | | C+49 | 20-Jan | D+31 |
|-------|--------|-------|--|------|--------|------|
| C+1 | 3-Dec | D-17 | | C+50 | 21-Jan | D+32 |
| C+2 | 4-Dec | D-16 | | C+51 | 22-Jan | D+33 |
| C+3 | 5-Dec | D-15 | | C+52 | 23-Jan | D+34 |
| C+4 | 6-Dec | D-14 | | C+53 | 24-Jan | D+35 |
| C+5 | 7-Dec | D-13 | | C+54 | 25-Jan | D+36 |
| C+6 | 8-Dec | D-12 | | C+55 | 26-Jan | D+37 |
| C+7 | 9-Dec | D-11 | | C+56 | 27-Jan | D+38 |
| C+8 | 10-Dec | D-10 | | C+57 | 28-Jan | D+39 |
| C+9 | 11-Dec | D-9 | | C+58 | 29-Jan | D+40 |
| C+10 | 12-Dec | D-8 | | C+59 | 30-Jan | D+41 |
| C+11 | 13-Dec | D-7 | | C+60 | 31-Jan | D+42 |
| C+12 | 14-Dec | D-6 | | C+61 | 1-Feb | D+43 |
| C+13 | 15-Dec | D-5 | | C+62 | 2-Feb | D+44 |
| C+14 | 16-Dec | D-4 | | C+63 | 3-Feb | D+45 |
| C+15 | 17-Dec | D-3 | | C+64 | 4-Feb | D+46 |
| C+16 | 18-Dec | D-2 | | C+65 | 5-Feb | D+47 |
| C+17 | 19-Dec | D-1 | | C+66 | 6-Feb | D+48 |
| C+18 | 20-Dec | D DAY | | C+67 | 7-Feb | D+49 |
| C+19 | 21-Dec | D+1 | | C+68 | 8-Feb | D+50 |
| C+20 | 22-Dec | D+2 | | C+69 | 9-Feb | D+51 |
| C+21 | 23-Dec | D+3 | | C+70 | 10-Feb | D+52 |
| C+22 | 24-Dec | D+4 | | C+71 | 11-Feb | D+53 |
| C+23 | 25-Dec | D+5 | | C+72 | 12-Feb | D+54 |
| C+24 | 26-Dec | D+6 | | C+73 | 13-Feb | D+55 |
| C+25 | 27-Dec | D+7 | | C+74 | 14-Feb | D+56 |
| C+26 | 28-Dec | D+8 | | C+75 | 15-Feb | D+57 |
| C+27 | 29-Dec | D+9 | | C+76 | 16-Feb | D+58 |
| C+28 | 30-Dec | D+10 | | C+77 | 17-Feb | D+59 |
| C+29 | 31-Dec | D+11 | | C+78 | 18-Feb | D+60 |
| C+30 | 1-Jan | D+12 | | C+79 | 19-Feb | D+61 |
| C+31 | 2-Jan | D+13 | | C+80 | 20-Feb | D+62 |
| C+32 | 3-Jan | D+14 | | C+81 | 21-Feb | D+63 |
| C+33 | 4-Jan | D+15 | | C+82 | 22-Feb | D+64 |
| C+34 | 5-Jan | D+16 | | C+83 | 23-Feb | D+65 |
| C+35 | 6-Jan | D+17 | | C+84 | 24-Feb | D+66 |
| C+36 | 7-Jan | D+18 | | C+85 | 25-Feb | D+67 |
| C+37 | 8-Jan | D+19 | | C+86 | 26-Feb | D+68 |
| C+38 | 9-Jan | D+20 | | C+87 | 27-Feb | D+69 |
| C+39 | 10-Jan | D+21 | | C+88 | 28-Feb | D+70 |
| C+40 | 11-Jan | D+22 | | C+89 | 29-Feb | D+71 |
| C+41 | 12-Jan | D+23 | | C+90 | 1-Mar | D+72 |
| C+42 | 13-Jan | D+24 | | C+91 | 2-Mar | D+73 |
| C+43 | 14-Jan | D+25 | | C+92 | 3-Mar | D+74 |
| C+44 | 15-Jan | D+26 | | C+93 | 4-Mar | D+75 |
| C+45 | 16-Jan | D+27 | | C+94 | 5-Mar | D+76 |
| C+46 | 17-Jan | D+28 | | C+95 | 6-Mar | D+77 |
| C+47 | 18-Jan | D+29 | | C+96 | 7-Mar | D+78 |
| C+48 | 19-Jan | D+30 | | C+97 | 8-Mar | D+79 |

APPENDIX F

UNIT FLOW

&

BASE CAMP

CONSTRUCTION

UNIT FLOW & BASE CAMP CONSTRUCTION

1. SPONSOR: CINC

2. **OBJECTIVE:** Analyze the flow of forces into Bosnia-Herzegovina to determine if it established sufficient force to Monitor Zone of Separation and implement treaty relative to Zone of Separation. Additionally, determine if it is synchronized with the base camp construction schedule.

3. **BACKGROUND:** Senior Leaders were not comfortable with the current base camp construction schedule and how it supported the flow of forces. CINC's Initiative Group and ORSA Cell worked together to analyze the problem and develop recommendations.

4. DISCUSSION:

a. CINC's Initiative Group analyzed the TPFDD and discussed the planned flow of forces with USAREUR Forward. They developed a series of timeline charts that depict the flow of units, numbers of soldiers and base camp construction schedule. See Annex 1.

b. ORSA Cell met with DCSENGR to get details on the base camp construction schedule. ORSA Cell developed a PERT Chart using information from DCSENGR, USAREUR Forward, and DCSOPS-CIG. See Annex 2 for the task list and Gantt charts.

c. PERT Chart was used to show the relationship between the flow of forces into Bosnia-Herzegovina and building thirteen base camps, and to determine whether or not units would meet prescribed goals for closure.

5. RESULTS:

a. PERT Chart clearly identified the critical path and long pole of base camp construction. Construction will lag arrival of soldiers by approximately three weeks. It illustrated the tight timelines and critical relationship between construction units, units that secure and check the area for mines, base camp construction schedule, requirements for construction material and tents, and when units would be able to move into a base camp. See Annex 3 for PERT Diagram Analysis Chart with 3-5 CAV Timeline, and ORSA Cell reference paper.

b. Recommendation included: de-link the 3-5 CAV from the bridge crossing; expedite some Engineer units involved in clearing sites for base camps; start moving Force Provider to Tuzla as soon as the bridge opens; and expedite the procurement and delivery of construction material.

c. PERT Chart was briefed to all Senior Leaders and posted in the CINC Huddle Room. CoS, DCSOPS, DCSENGR, PARC, and DCSLOG all thought the project was very helpful.

d. DCSENGR used the PERT Chart to track the progress of base camp construction.

6. STATUS: Briefing to CoS & DCSOPS - 26 Dec 95

Briefing to DCINC - 27 Dec 95

ANNEX 1

TIMELINE CHARTS FOR UNIT MOVEMENTS

Feb 3rd Set BCT 1st

1 BOB (Kime)
Materiel Delay

1285/
0 Beds
JAN 

**3053/
250 Beds**

**3053/
1800 Beds**

1 FOR (Summary)

[* M/P = MOVE 2 DAYS & PREP 1 DAY] [∇ = SPACES REQ]



2d BCT SET, 3 Feb

TBD

Tuzla West A
Matieriel Delay

PAKBAT (600 SPACES)

1200/

600 Beds



2290/

880 Beds



2840/

1310 Beds



2 BOB

2840/



2840/2900 Beds

FEB



FEB

Interior Sector SET, 3 Feb



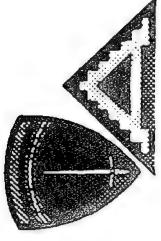
Tunisia Main

| | | | |
|--------------------|--------------|-------------------------|-------------------------------|
| Lucovac | 5 | BUILD(RH) (1800 SPACES) | 19 |
| 1523/ 1470 Beds | Tuzla West B | BUILD(RH) (1200 SPACES) | 31 |
| ▼ 3225 Beds | | BUILD(RH) (1200 SPACES) | 31 |
| | | | FEB |
| | | 5343/ 5350 Beds | |
| | | ▼ [ZOS ESTABLISHED] | |
| 18 MP | AIR DEPLOY | 11 JAN | 1010 |
| | M/P | SET ZOS | |
| DIV ENG | DEPLOY | 19 JAN | 840 |
| | RSOI | SET ZOS | |
| M/P | M/P | | |
| DISCOM | DEPLOY | 19 JAN | 1160 |
| | RSOI | SET ZOS | |
| | M/P | | |
| 22 SIG | DEPLOY | 19 JAN | 810 |
| | RSOI | SET ZOS | |
| | M/P | | |
| 1AD MAIN** | DEPLOY | 22 JAN | 470 |
| | RSOI | SET ZOS | |
| | M/P* | | |
| | | 22 JAN | |
| | | SET ZOS | |
| | | | *** INCL DIVABTY last unit |
| | | | M/P = MOVE 2 DAY & PRED 1 DAY |



Sector Requirements

- 7 Jan: CAV Sqdn plus two Co/Tm in each US brigade sector
- 14 Jan: CAV Sqdn plus maneuver Bn/TF in each US brigade sector
- 19 Jan:
 - Each US maneuver Bde sector. Bde HQ with:
 - CAV Sqdn
 - Maneuver Bn/TF
 - Engr Bn (-)
 - FA Bn (-)
 - Forward Logistics Element from the FSB
 - Interior Sector
 - DMAIN
 - Signal Bde, less SYSCON
 - MP Bde
 - Engr Bde (Cbt Engr Bn with MGB Co)
 - Forward Logistics Element from DISCOM
- 3 Feb: DISCOM HHC, MSB, and Signal Bde SYSCON



Task Organization

■ 1 BCT:

- 1-1 CAV: 1-1 CAV, 1 Bde TAC, A/2-3FA, A/16 Engr, 1/A/94 FA (MLRS), Tm/C/133FA (TAB), 501 FLE
- 2-3 FA: 2-3 FA, C/133 FA (TAB)
- 1 Bde Main: 1 Bde HHC(-), C/440 SIG(-), Tm1-4/165 MI, Tm 71/ 141 SIG, A/5-3 ADA
- 23 Engr (-): 23 Engr less A/C Co

■ 2 BCT:

- 4-12 IN: 4-12 IN, 2 Bde TAC
- 3-4 CAV: 3-4 CAV, C/4-29FA, 3/A/94 FA (MLRS), A 25 FA (TAB), A/ 40 Engr
- 2 Bde Main: 2 Bde HHC (-), Tm/165 MI, A/141 SIG(-), B/5-3 ADA
- 4-29FA (-): 4-29 FA less B Btly and slice of HHB & SVC Btly
- 40 Engr (-): 40 Engr less C Co and HHC (-)

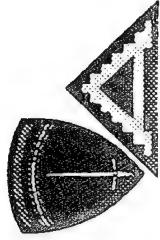
■ Interior

- DIVENG: DIVENG HHC, 94 Engr, 38 Engr (MGB), B/249Engr (RH)
- 1 AD Main: HHC 1 AD, 440 Sig (-), 141 SIG (-), DIVARTY HHC, B25 FA (TAB)



Last Units- 1 BCT

- 1-1 CAV: A/2-3 FA set Summerall
- 3-5 CAV: B/3-5, set Kime
- 2-3FA: B Btty, cross Sava, 8 Jan
- 501 FSB: IBS, 7 Jan
- 1 Bde Main: Tm 1-4/165 MI, close ISB 9 Jan
- 23 Engr: HHC, close 9 Jan



Last Units- 2 BCT

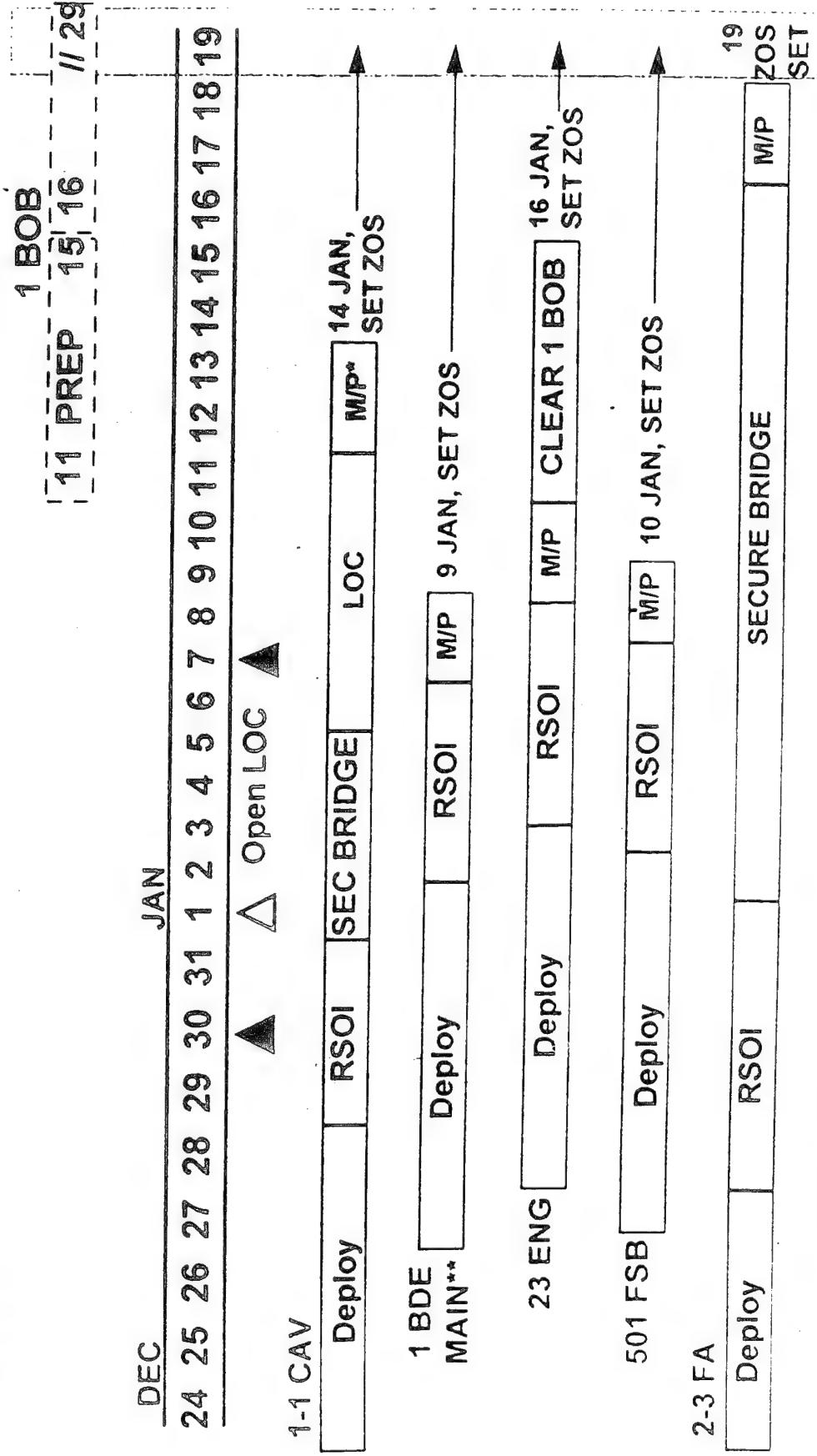
- 3-4 CAV: A/40 Engr, set FAA
- 47 FLE: close FAA, 7 Jan
- 4-12 IN: HHC/D+ A/2-68 AR, pull 8 Jan
- 2 Bde Main: A/141 SIG(-), close ISB 9 Jan
- 4-29 FA (-): A/SVC(-), pull 13 Jan
- 40 Engr (-): B Co, pull 13 Jan



Interior Sector- Last Units

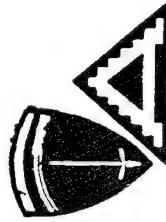
- 18 MP: 793HHD, 212/ 536/ 630 close FAA 9 Jan
- DIVENG: A/94, pull 9 Jan
- DISCOM: A,B,E/123 MSB, pull 19 Jan
- 22 SIG: SYSCON, pull 9 Jan
- DMAIN: Tm 13/141 SIG, pull 11 Jan

1st BCCT SET, 19 Jan



AS OF 6:47 PM 12/26/96

[* M/P = MOVE 1 DAY & PREP 1 DAY] [** 1 BDE MAIN W/ TACSAT]



2d BCT SET, 19 Jan

TUZLA WEST-A

30 PREP 3 4
BUILD 16

2 BOB 11 PREP 15 16
BUILD 28

JAN

28 29 30 31 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

▲ △ Open LOC ▲

3-4 CAV Deploy* RSOI M/P** 17 JAN
SET ZOS

2 BDE Deploy RSOI M/P 18 JAN
SET ZOS

4-29 FA (-)

Deploy RSOI M/P 11 JAN SET ZOS

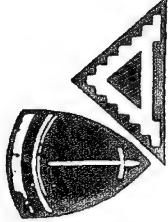
40 ENG Deploy RSOI M/P 24 JAN
SET ZOS

47 FSB Deploy RSOI M/P 24 JAN
SET ZOS

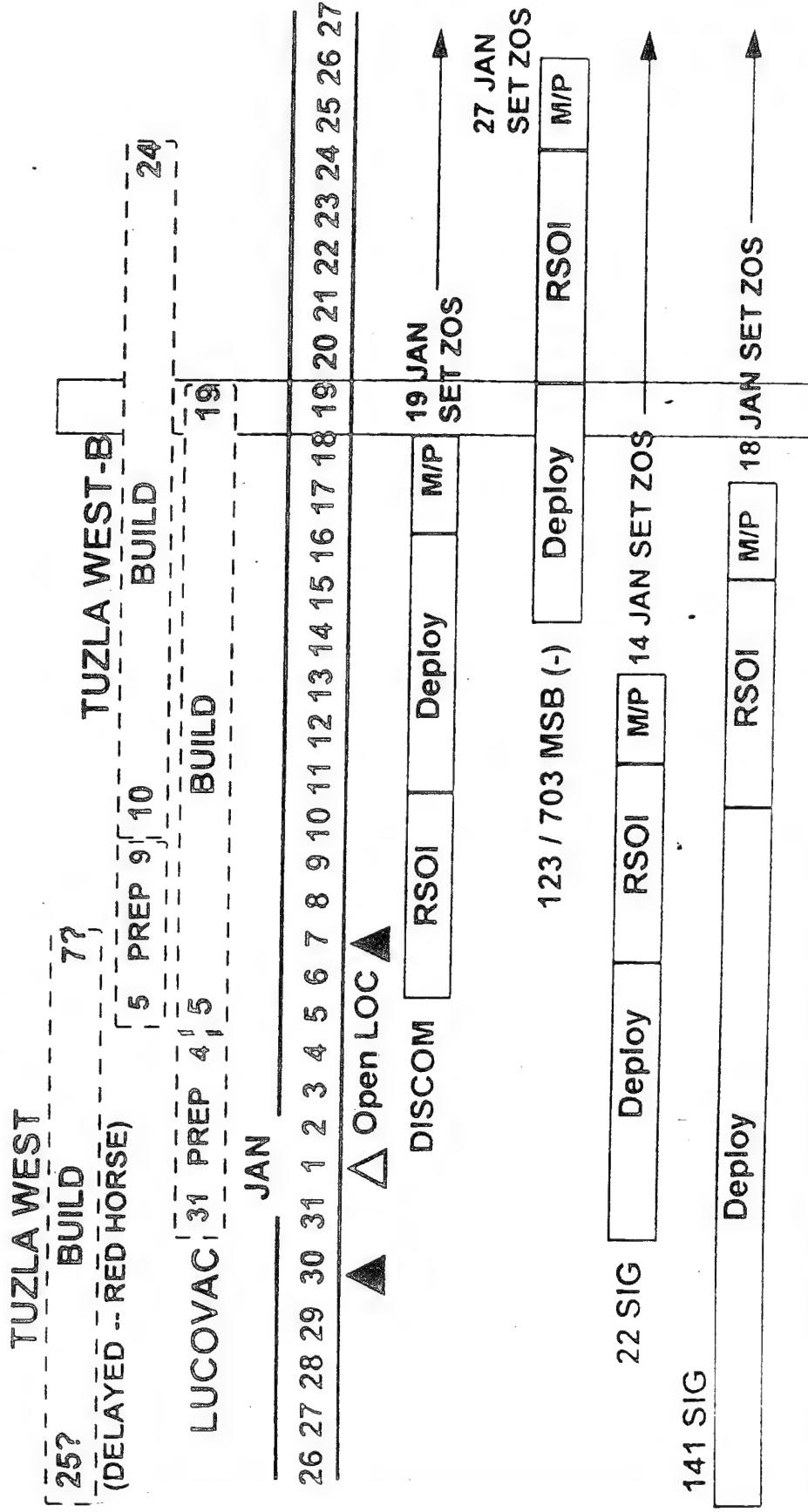
AS OF 5:47 PM 12/25/96

[* DEPLOYING BY AIR]

[** M/P = MOVE 1 DAY & PREP 1 DAY]



ZOS Tuzla SET, 19 Jan



NOTE: (1) SET NOW- 1AD CP, 3-325 ABN, 29 ASG.
(2) DIVENG HQ DEPARTS RIVER, WHEN RELIEVED BY DREAR NET 7 JAN.

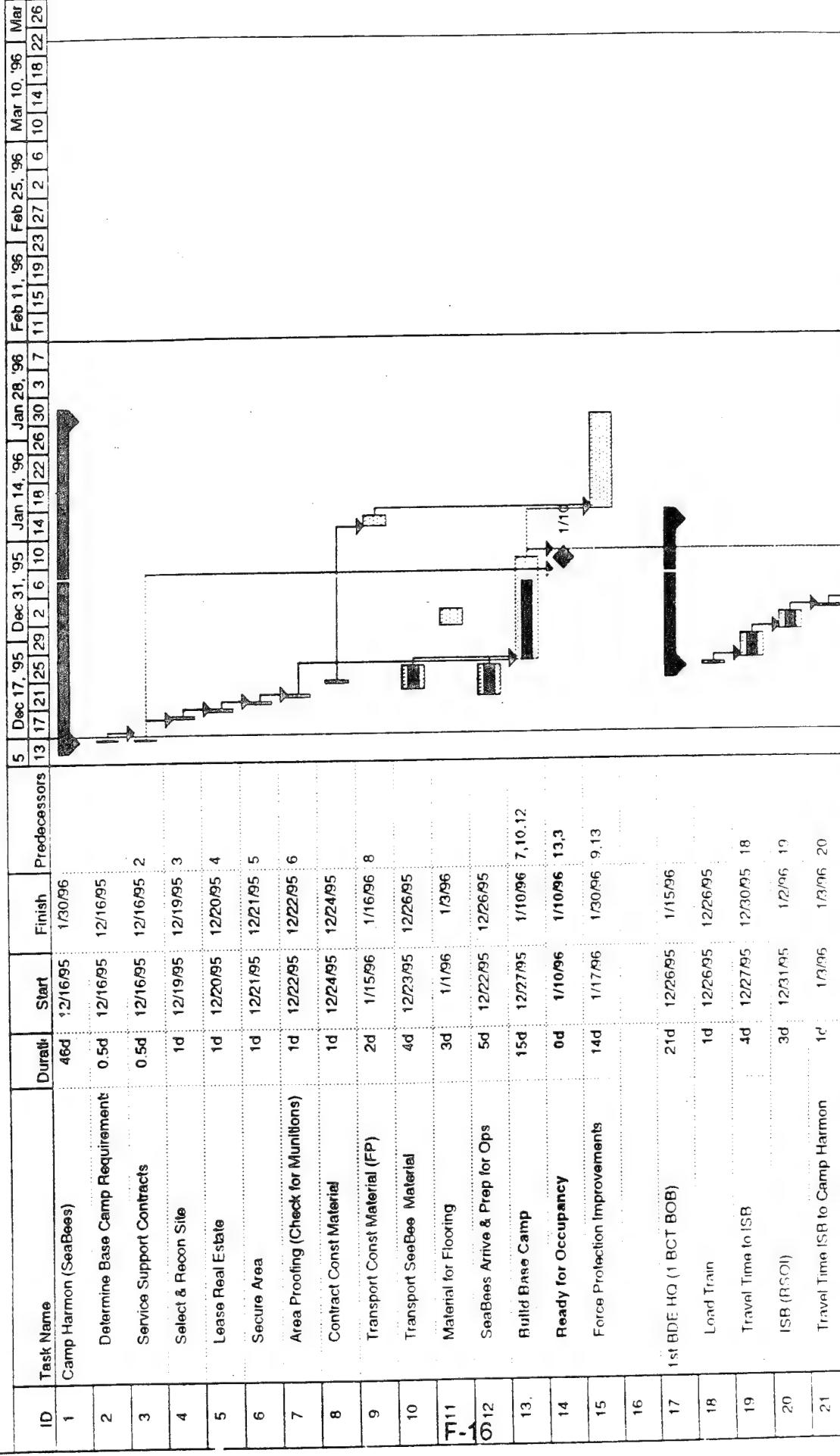
AS OF 6:05 PM 12/26/96

[* M/P = MOVE 1 DAY & PREP 1 DAY]

ANNEX 2

TASK LIST for UNIT FLOW and BASE CAMP CONSTRUCTION

Unit Flow & Base Camp Construction
3 Feb 96



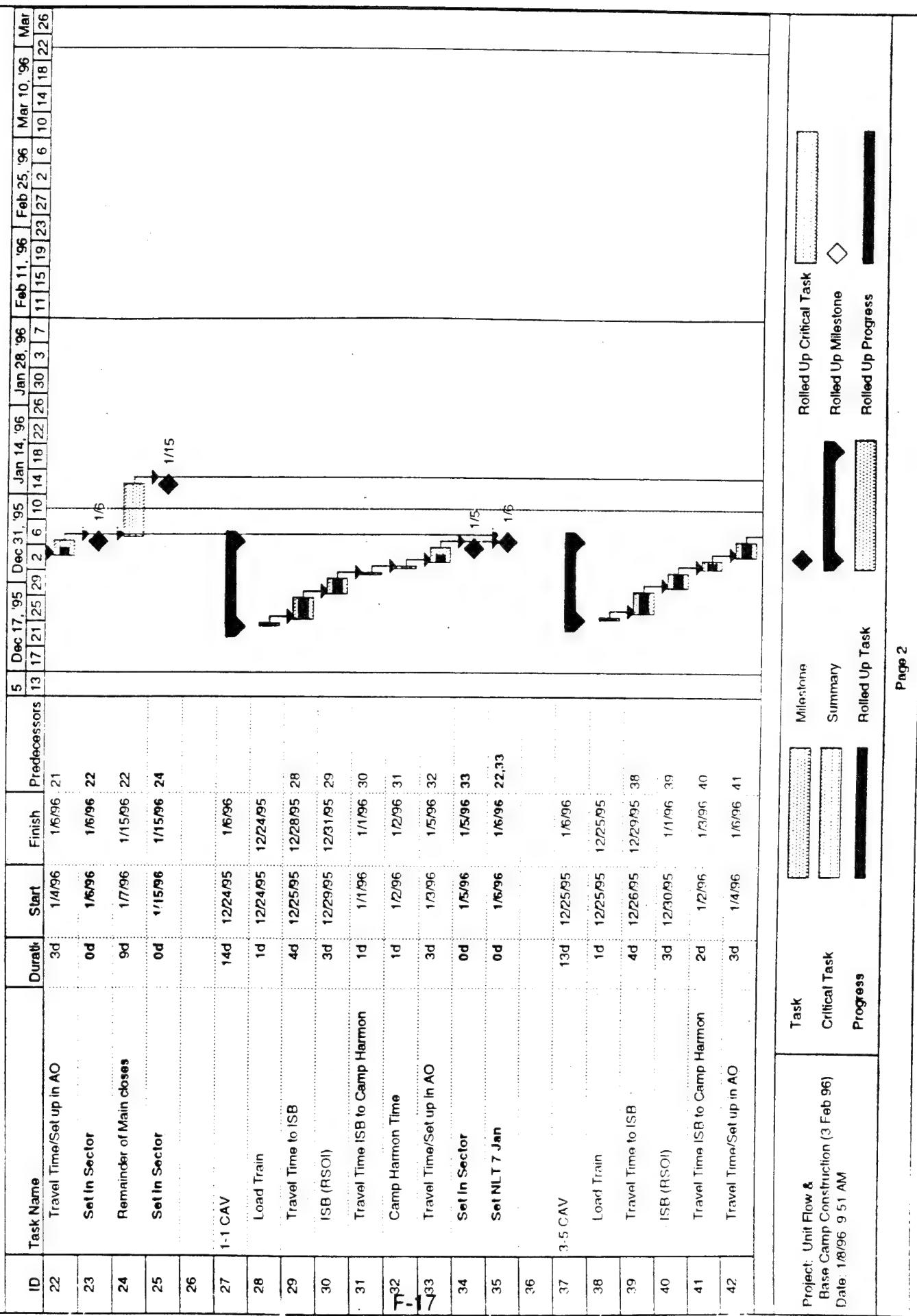
Project Unit Flow &
Base Camp Construction (3 Feb 96)
Data 1/8/96 9:51 AM

Critical Task
Progress

Milestone
Summary
Rolled Up Task

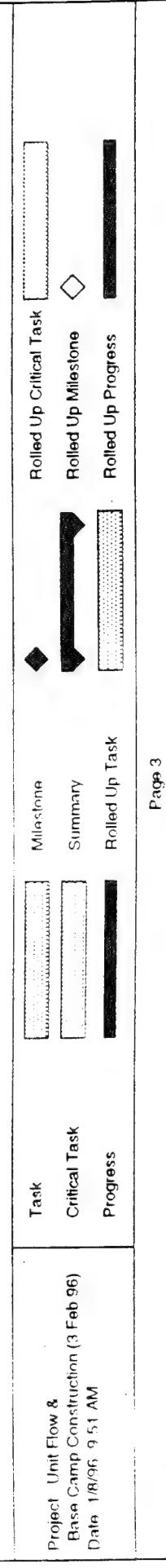
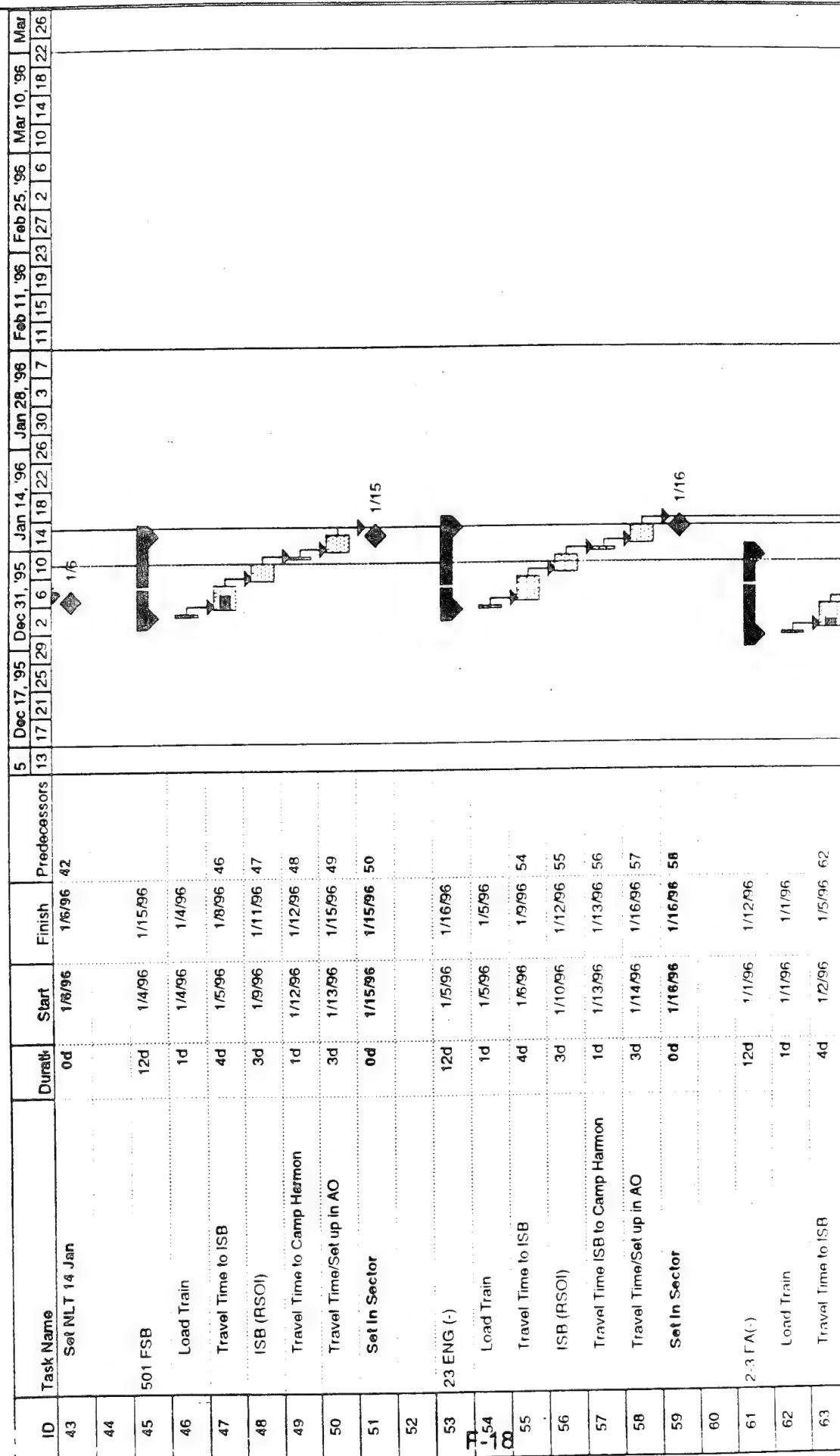
Rolled Up Critical Task
Rolled Up Milestone
Rolled Up Progress

Unit Flow & Base Camp Construction
3 Feb 96



Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 18/96 9:51 AM

Unit Flow & Base Camp Construction
3 Feb 96



Project Unit Flow &
Base Camp Construction (3 Feb 96)
Data 1/8/96 9:51 AM

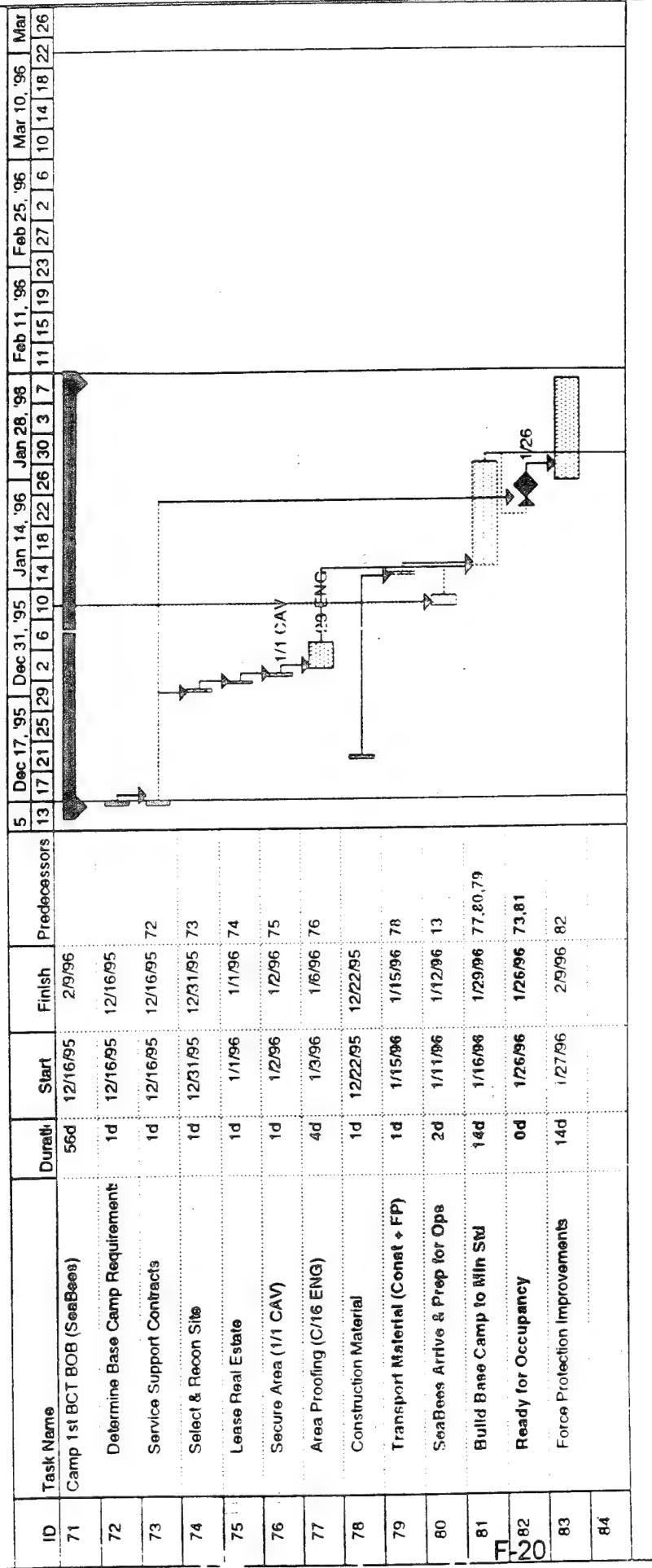
Unit Flow & Base Camp Construction
3 Feb 96

| ID | Task Name | Duration | Start | Finish | Predecessors | 5 Dec 17 '95 | Dec 31 '95 | Jan 14 '96 | Jan 28 '96 | Feb 11 '96 | Feb 25 '96 | Mar 10 '96 | Mar 26 |
|----|--------------------------------|----------|---------|---------|--------------|--------------|------------|------------|------------|------------|------------|------------|--------|
| 64 | ISB (RSOI) | 3d | 1/6/96 | 1/8/96 | 63 | | | | | | | | |
| 65 | Travel Time ISB to Camp Harmon | 1d | 1/8/96 | 1/9/96 | 64 | | | | | | | | |
| 66 | Travel Time/ Set up In AO | 3d | 1/10/96 | 1/12/96 | 65 | | | | | | | | |
| 67 | Secure In Sector | 0d | 1/12/96 | 1/12/96 | 66 | | | | | | | | |
| 68 | | | | | | | | | | | | | |
| 69 | ZOS Mission Set - 19 Jan | 0d | 1/16/96 | 1/16/96 | 24,50,58,66 | | | | | | | | |
| 70 | | | | | | | | | | | | | |

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| | | | |
|--|-----------------------------------|--|--|
| Project: Unit Flow & Base Camp Construction (3 Feb 96) Date 1/8/96 9:51 AM | Task Critical Task Progress | Milestone Summary Rolled Up Task | Rolled Up Critical Task Rolled Up Milestone Rolled Up Progress |
| | | | Page 4 |

Unit Flow & Base Camp Construction
3 Feb 96



Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 9:51 AM

Task

Critical Task

Progress

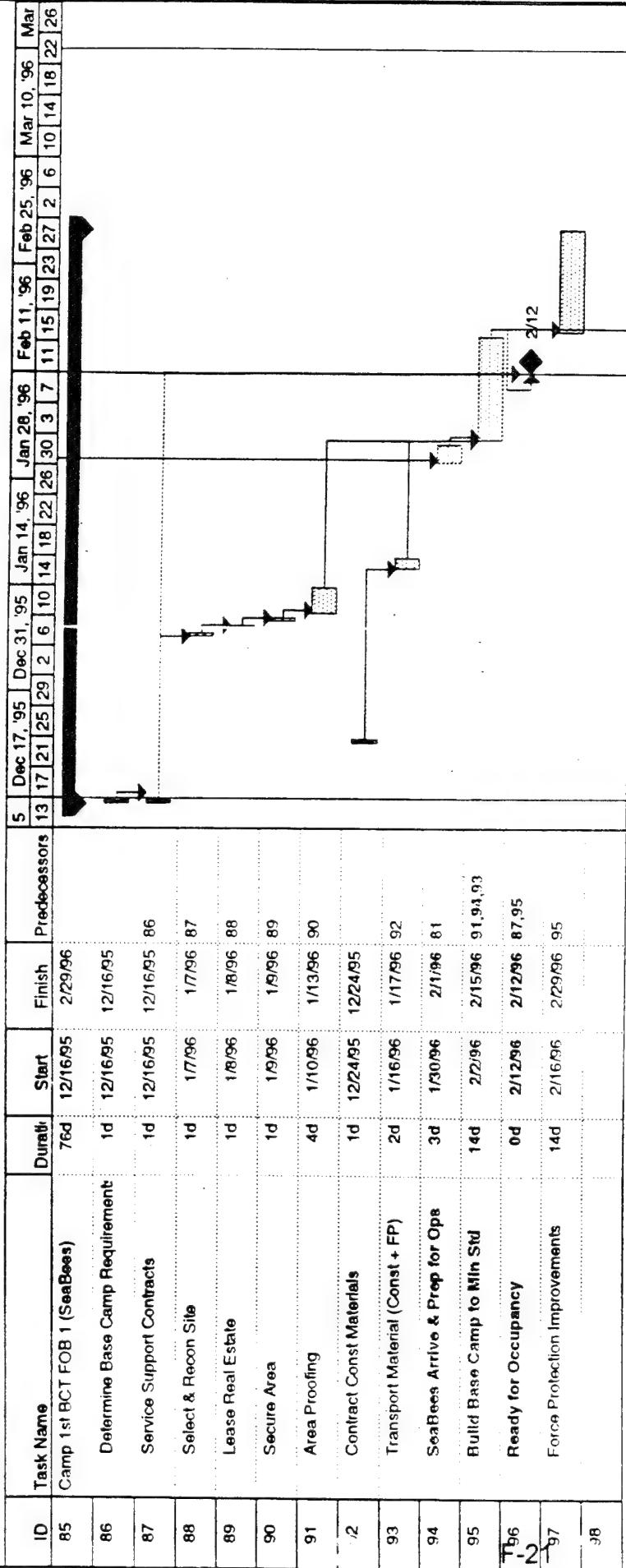
Milestone

Summary

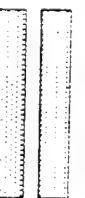
Rolled Up Task



Unit Flow & Base Camp Construction
3 Feb 96

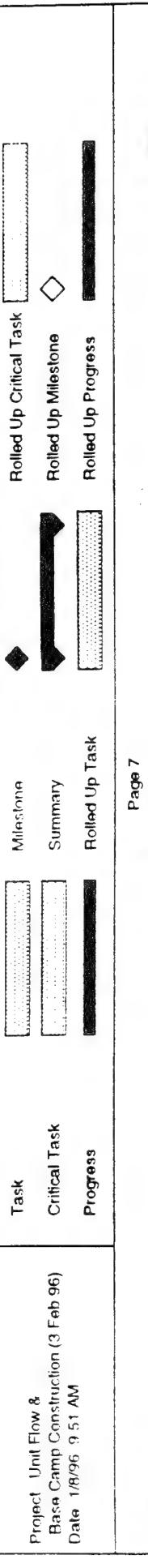
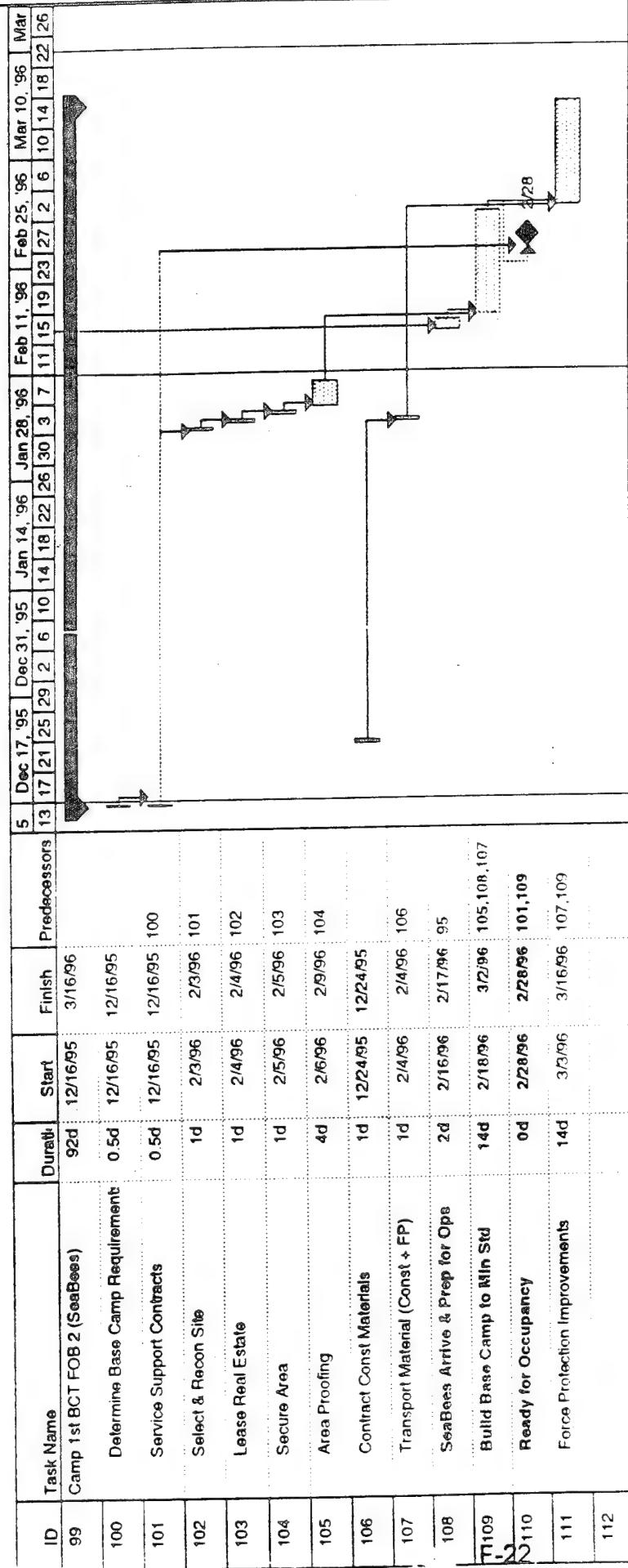


Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 9:51 AM



Milestone ◆ Rolled Up Critical Task
Critical Task ── Summary ◇ Rolled Up Milestone
Progress ── Progress ── ── Rolled Up Task ── Rolled Up Progress

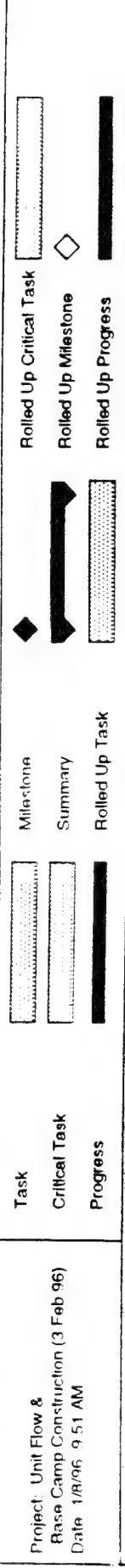
Unit Flow & Base Camp Construction
3 Feb 96



Unit Flow & Base Camp Construction

3 Feb 96

| ID | Task Name | Duration | Start | Finish | Predecessors | 5 Dec 17, '95 | Dec 31, '95 | Jan 14, '96 | Jan 28, '96 | Feb 11, '96 | Feb 25, '96 | Mar 10, '96 | Mar 26 |
|-----|-------------------------------|----------|----------|----------|--------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|--------|
| | | | | | | 13 | 17 | 21 | 25 | 29 | 2 | 6 | 10 |
| 113 | 2 BDE ASLT CP (Pakistan Camp) | 10d | 12/28/95 | 1/6/96 | | | | | | | | | |
| 114 | Air to Belgrade | 1d | 12/28/95 | 12/28/95 | | | | | | | | | |
| 115 | Travel to Tuzla / Setup | 4d | 12/29/95 | 1/1/96 | 114 | | | | | | | | |
| 116 | Set In Sector | 0d | 1/1/96 | 115 | | | | | | | | | |
| 117 | Prep 2nd BCT BOB | 5d | 1/2/96 | 1/6/96 | 116 | | | | | | | | |
| 118 | | | | | | | | | | | | | |
| 119 | 3-4 CAV TF | 11d | 12/29/95 | 1/8/96 | | | | | | | | | |
| 120 | Load Train | 1d | 12/29/95 | 12/29/95 | | | | | | | | | |
| 121 | Travel Time to ISB | 4d | 12/30/95 | 1/2/96 | 120 | | | | | | | | |
| 122 | ISB (RSOI) | 1d | 1/3/96 | 1/3/96 | 121 | | | | | | | | |
| 123 | Travel Time to Camp Harmon | 1d | 1/4/96 | 1/4/96 | 122 | | | | | | | | |
| 124 | Travel Time/Set up in AO | 3d | 1/5/96 | 1/7/96 | 123 | | | | | | | | |
| 125 | Set In Sector | 0d | 1/7/96 | 1/7/96 | 124 | | | | | | | | |
| 126 | Remainder of unit closes | 1d | 1/8/96 | 1/8/96 | 124 | | | | | | | | |
| 127 | Set In Sector | 0d | 1/8/96 | 1/8/96 | 126 | | | | | | | | |
| 28 | | | | | | | | | | | | | |
| 129 | Set NL T 7 Jan | 0d | 1/7/96 | 1/7/96 | 115,124 | | | | | | | | |
| 130 | | | | | | | | | | | | | |
| 131 | 2nd BDE HQ | 12d | 1/5/96 | 1/16/96 | | | | | | | | | |
| 132 | Load Train | 1d | 1/5/96 | 1/5/96 | | | | | | | | | |
| 133 | Travel Time to ISB | 4d | 1/6/96 | 1/9/96 | 132 | | | | | | | | |



Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Progress

Page 8

Unit Flow & Base Camp Construction
3 Feb 96

| ID | Task Name | Duration | Start | Finish | Predecessors | 5 | Dec 17, '95 | Dec 31, '95 | Jan 14, '96 | Jan 28, '96 | Feb 11, '96 | Feb 25, '96 | Mar 10, '96 | Mar 24, '96 |
|-----|--------------------------------|----------|---------|---------|--------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 134 | ISB (RSOI) | 3d | 1/10/96 | 1/12/96 | 133 | | | | | | | | | |
| 135 | Travel Time ISB to Camp Harmon | 1d | 1/13/96 | 1/13/96 | 134 | | | | | | | | | |
| 136 | Travel Time/Setup in AO | 3d | 1/14/96 | 1/16/96 | 135 | | | | | | | | | |
| 137 | Set In Sector | 0d | 1/16/96 | 1/16/96 | 136 | | | | | | | | | |
| 138 | | | | | | | | | | | | | | |
| 139 | 4-12 INF (Air) | 11d | 1/22/96 | 1/7/96 | | | | | | | | | | |
| 140 | Fly to Tuzla | 9d | 1/28/96 | 1/5/96 | | | | | | | | | | |
| 141 | Set up in AO | 2d | 1/6/96 | 1/7/96 | 140 | | | | | | | | | |
| 142 | Set In Sector | 0d | 1/7/96 | 1/7/96 | 141 | | | | | | | | | |
| 143 | | | | | | | | | | | | | | |
| 144 | 4-12 INF (Rail) | 8d | 1/7/96 | 1/14/96 | | | | | | | | | | |
| 145 | Load Train | 1d | 1/7/96 | 1/7/96 | | | | | | | | | | |
| 146 | Travel Time to ISB | 3d | 1/8/96 | 1/10/96 | 145 | | | | | | | | | |
| 147 | Travel Time ISB to Camp Harmon | 1d | 1/11/96 | 1/11/96 | 146 | | | | | | | | | |
| 148 | Travel Time/Setup in AO | 3d | 1/12/96 | 1/14/96 | 147 | | | | | | | | | |
| 149 | Set NLT 14 Jan | 0d | 1/14/96 | 1/14/96 | 148,141 | | | | | | | | | |
| 150 | | | | | | | | | | | | | | |
| 151 | 47 FSR (-) FILE | 12d | 1/1/96 | 1/12/96 | | | | | | | | | | |
| 152 | Load Train | 1d | 1/1/96 | 1/1/96 | | | | | | | | | | |
| 153 | Travel Time to ISB | 4d | 1/2/96 | 1/5/96 | 152 | | | | | | | | | |
| 154 | ISB (RSOI) | 3d | 1/6/96 | 1/8/96 | 153 | | | | | | | | | |

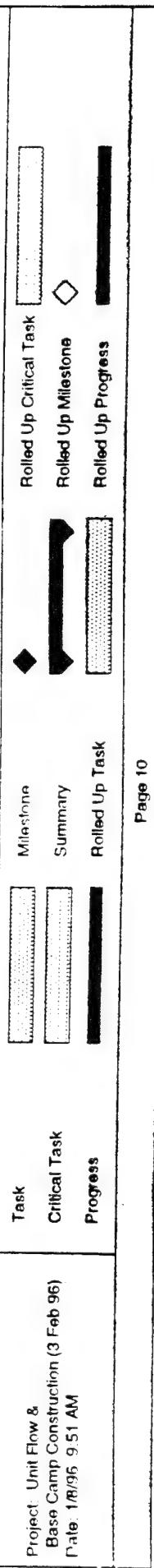
Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 9:51 AM

Task
Critical Task
Progress

Milestone
Summary
Rolled Up Task
Rollover Critical Task
Rolled Up Milestone
Rolled Up Progress

Unit Flow & Base Camp Construction
3 Feb 96

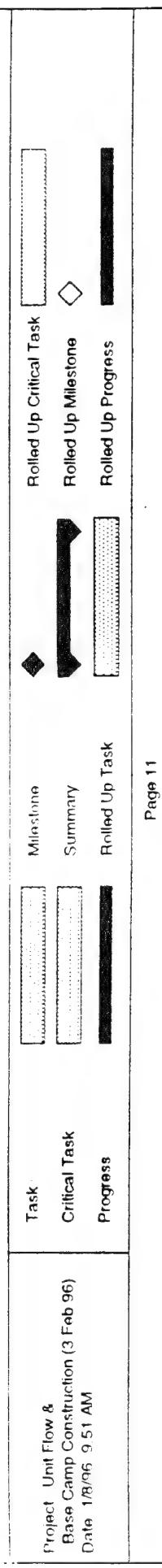
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|-----|--------------------------------|----------|---------|---------|--------------|---|-------------|-------------|-------------|-------------|-------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 155 | Travel Time ISB to Camp Harmon | 1d | 1/9/96 | 1/9/96 | 154 | | | | | | | | | | | | | |
| 156 | Travel Time/Set up in AO | 3d | 1/10/96 | 1/12/96 | 155 | | | | | | | | | | | | | |
| 157 | Set In Sector | 0d | 1/12/96 | 1/12/96 | 156 | | | | | | | | | | | | | |
| 158 | | | | | | | | | | | | | | | | | | |
| 159 | 40 ENG(-) | 12d | 1/12/96 | 1/23/96 | | | | | | | | | | | | | | |
| 160 | Load Train | 1d | 1/12/96 | 1/12/96 | | | | | | | | | | | | | | |
| 161 | Travel Time to ISB | 4d | 1/13/96 | 1/16/96 | 160 | | | | | | | | | | | | | |
| 162 | ISB (RSOI) | 3d | 1/17/96 | 1/19/96 | 161 | | | | | | | | | | | | | |
| 163 | Travel Time ISB to Camp Harmon | 1d | 1/20/96 | 1/20/96 | 162 | | | | | | | | | | | | | |
| 164 | Travel Time/Set up in AO | 3d | 1/21/96 | 1/23/96 | 163 | | | | | | | | | | | | | |
| 165 | Set In Sector | 0d | 1/23/96 | 1/23/96 | 164 | | | | | | | | | | | | | |
| 166 | | | | | | | | | | | | | | | | | | |
| 167 | 4-29 FA | 12d | 1/12/96 | 1/24/96 | | | | | | | | | | | | | | |
| 168 | Load Train | 1d | 1/12/96 | 1/12/96 | | | | | | | | | | | | | | |
| 169 | Travel Time to ISB | 4d | 1/13/96 | 1/16/96 | 168 | | | | | | | | | | | | | |
| 170 | ISB (RSOI) | 3d | 1/17/96 | 1/19/96 | 169 | | | | | | | | | | | | | |
| 171 | Travel Time ISB to Camp Harmon | 1d | 1/20/96 | 1/20/96 | 170 | | | | | | | | | | | | | |
| 172 | Travel Time/Set up in AO | 3d | 1/21/96 | 1/23/96 | 171 | | | | | | | | | | | | | |
| 173 | Set In Sector | 0d | 1/24/96 | 1/24/96 | 172 | | | | | | | | | | | | | |
| 174 | | | | | | | | | | | | | | | | | | |
| 175 | ZOS Mission Set - 19 Jan | 0d | 1/16/96 | 1/16/96 | 126,156,136 | | | | | | | | | | | | | |



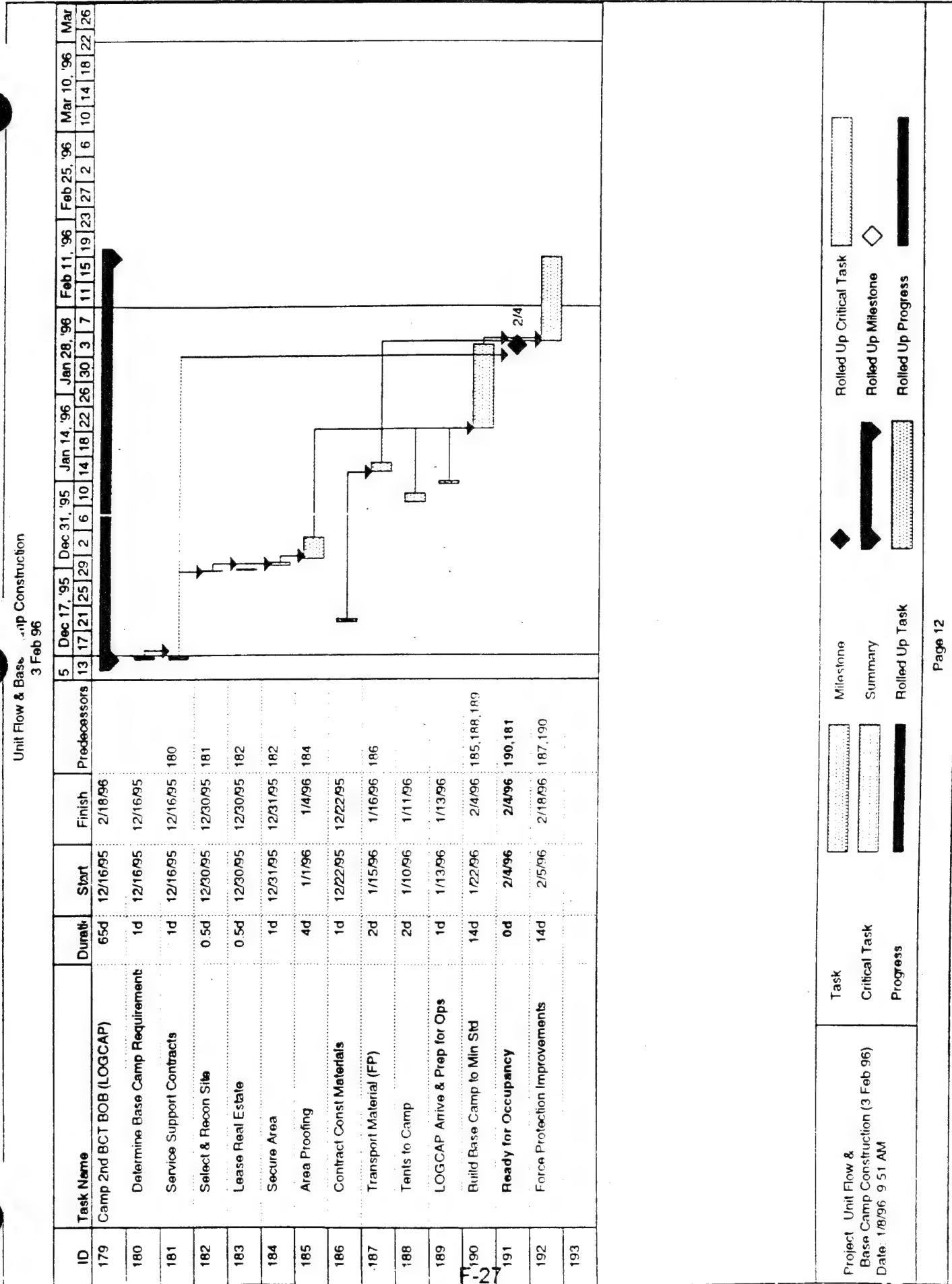
Unit Flow & Base Camp Construction
3 Feb 96

| ID | Task Name | Start | Finish | Duration | Predecessors | 5 Dec 17, '95 | Dec 31, '95 | Jan 14, '96 | Jan 28, '96 | Feb 11, '96 | Feb 25, '96 | Mar 10, '96 | Mar 22, '96 |
|-----|---------------------------------|-------|---------|----------|--------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 176 | | | | | | 13 | 17 | 21 | 25 | 29 | 2 | 6 | 10 |
| 177 | Secure Area of Transfer - 3 Feb | 0d | 1/23/96 | 1/23/96 | 164,172 | | | 14 | 18 | 22 | 26 | 30 | 3 |
| 178 | | | | | | | | 7 | 11 | 15 | 19 | 23 | 27 |

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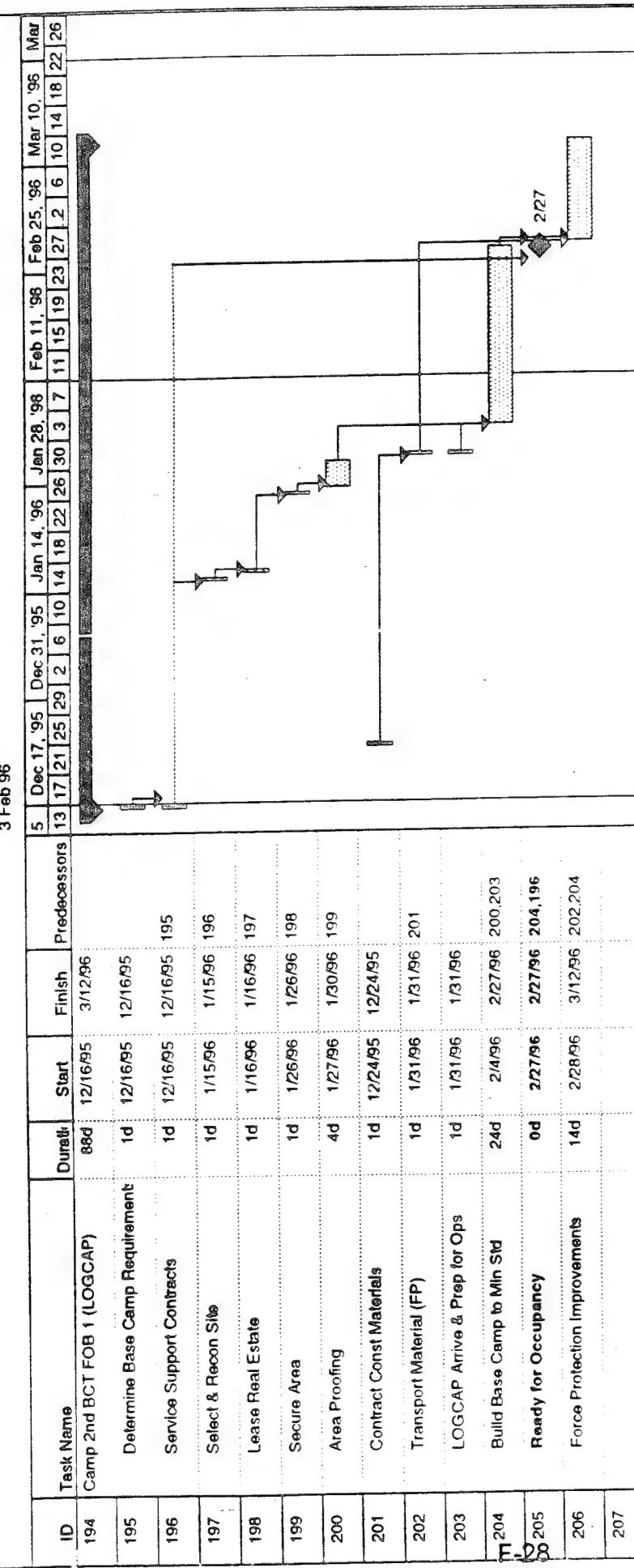


Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Critical Task
Progress

Unit Flow & Base Camp Construction

3 Feb 96



Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM



Task



Critical Task



Milestone



Summary



Progress



Rolled Up Critical Task



Rolled Up Milestone



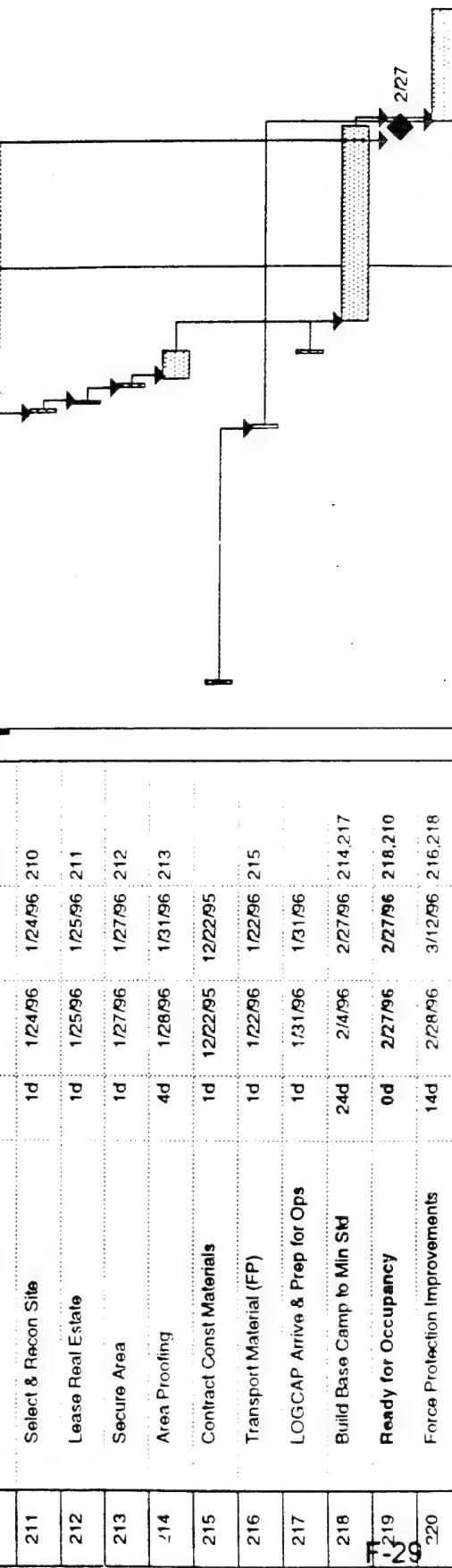
Rolled Up Task



Rolled Up Progress

Unit Flow & Base Camp Construction
3 Feb 96

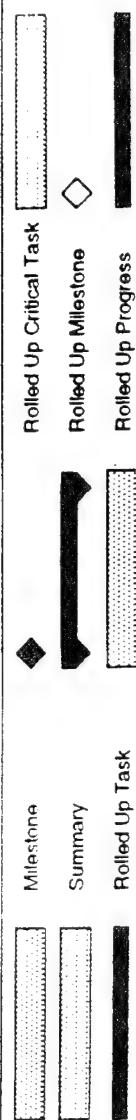
| ID | Task Name | Durath | Start | Finish | Predecessors | 5 Dec 17 '95 | Dec 31 '95 | Jan 14 '96 | Jan 28 '96 | Feb 11 '96 | Feb 25 '96 | Mar 10 '96 | Mar 26 |
|-----|----------------------------------|--------|----------|----------|--------------|--------------|------------|------------|------------|------------|------------|------------|--------|
| 208 | Camp 2nd BCT FOB 2 (LOGCAP) | 88d | 12/16/95 | 3/12/96 | | | | | | | | | |
| 209 | Determine Base Camp Requirements | 1d | 12/16/95 | 12/16/95 | | | | | | | | | |
| 210 | Service Support Contracts | 1d | 12/16/95 | 12/16/95 | 209 | | | | | | | | |
| 211 | Select & Recon Site | 1d | 12/16/95 | 12/24/95 | 210 | | | | | | | | |
| 212 | Lease Real Estate | 1d | 12/25/95 | 12/25/95 | 211 | | | | | | | | |
| 213 | Secure Area | 1d | 12/27/95 | 12/27/95 | 212 | | | | | | | | |
| 214 | Area Profiling | 4d | 1/28/96 | 1/31/96 | 213 | | | | | | | | |
| 215 | Contract Const Materials | 1d | 1/22/95 | 1/22/95 | | | | | | | | | |
| 216 | Transport Material (FP) | 1d | 1/22/96 | 1/22/96 | 215 | | | | | | | | |
| 217 | LOGCAP Arrive & Prep for Ops | 1d | 1/31/96 | 1/31/96 | | | | | | | | | |
| 218 | Build Base Camp to Min Std | 24d | 2/4/96 | 2/27/96 | 214,217 | | | | | | | | |
| 219 | Ready for Occupancy | 0d | 2/27/96 | 2/18,210 | | | | | | | | | |
| 220 | Force Protection Improvements | 14d | 2/28/96 | 3/12/96 | 216,218 | | | | | | | | |
| 221 | | | | | | | | | | | | | |



| | | | |
|--|---------------|-----------|-------------------------|
| Project Unit Flow & Base Camp Construction (3 Feb 96) Date 1/8/96 9:51 AM | Task | Milestone | Rolled Up Critical Task |
| | Critical Task | | |
| | Progress | | |
| | | Summary | Rolled Up Milestone |
| | | | Rolled Up Task |
| | | | Rolled Up Progress |

Unit Flow & Base Camp Construction
3 Feb 96

| ID | Task Name | Duration | Start | Finish | Predecessors | 5 | Dec 17, '95 | Dec 31, '95 | Jan 14, '96 | Jan 28, '96 | Feb 11, '96 | Feb 25, '96 | Mar 10, '96 | Mar 26 |
|-----|--------------------------------|----------|----------|----------|--------------|----|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------|
| | | | | | | 13 | 17 | 21 | 25 | 29 | 2 | 6 | 10 | 14 |
| 222 | DIV Maint/AC (Tuzla) | 12d | 1/11/96 | 1/22/96 | | | | | | | | | | |
| 223 | Load Train | 1d | 1/11/96 | 1/11/96 | | | | | | | | | | |
| 224 | Travel Time to ISB | 4d | 1/12/96 | 1/15/96 | 223 | | | | | | | | | |
| 225 | ISB (RSOI) | 3d | 1/16/96 | 1/18/96 | 224 | | | | | | | | | |
| 226 | Travel Time ISB to Camp Harmon | 1d | 1/19/96 | 1/19/96 | 225 | | | | | | | | | |
| 227 | Travel Time/Set up in AO | 3d | 1/20/96 | 1/22/96 | 226 | | | | | | | | | |
| 228 | Set In Sector | 0d | 1/19/96 | 1/19/96 | 227 | | | | | | | | | |
| 229 | | | | | | | | | | | | | | |
| 230 | 3-325 INF | 6d | 12/18/95 | 12/23/95 | | | | | | | | | | |
| 231 | Air | 6d | 12/18/95 | 12/23/95 | | | | | | | | | | |
| 232 | Set In Sector | 0d | 12/23/95 | 12/23/95 | 231 | | | | | | | | | |
| 233 | | | | | | | | | | | | | | |
| 234 | 18 MP Bde (-) | 11d | 1/1/96 | 1/11/96 | | | | | | | | | | |
| 235 | Air | 8d | 1/1/96 | 1/8/96 | | | | | | | | | | |
| 236 | Travel Time/Set up in AO | 3d | 1/9/96 | 1/11/96 | 235 | | | | | | | | | |
| 237 | Set In Sector | 0d | 1/11/96 | 1/11/96 | 236 | | | | | | | | | |
| 238 | | | | | | | | | | | | | | |
| 239 | DIV ENG | 12d | 1/8/96 | 1/19/96 | | | | | | | | | | |
| 240 | Load Train | 1d | 1/8/96 | 1/8/96 | | | | | | | | | | |
| 241 | Travel Time to ISB | 4d | 1/9/96 | 1/12/96 | 240 | | | | | | | | | |
| 242 | ISB (RSOI) | 3d | 1/13/96 | 1/15/96 | 241 | | | | | | | | | |



Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Task

Critical Task

Progress

Milestone

Summary

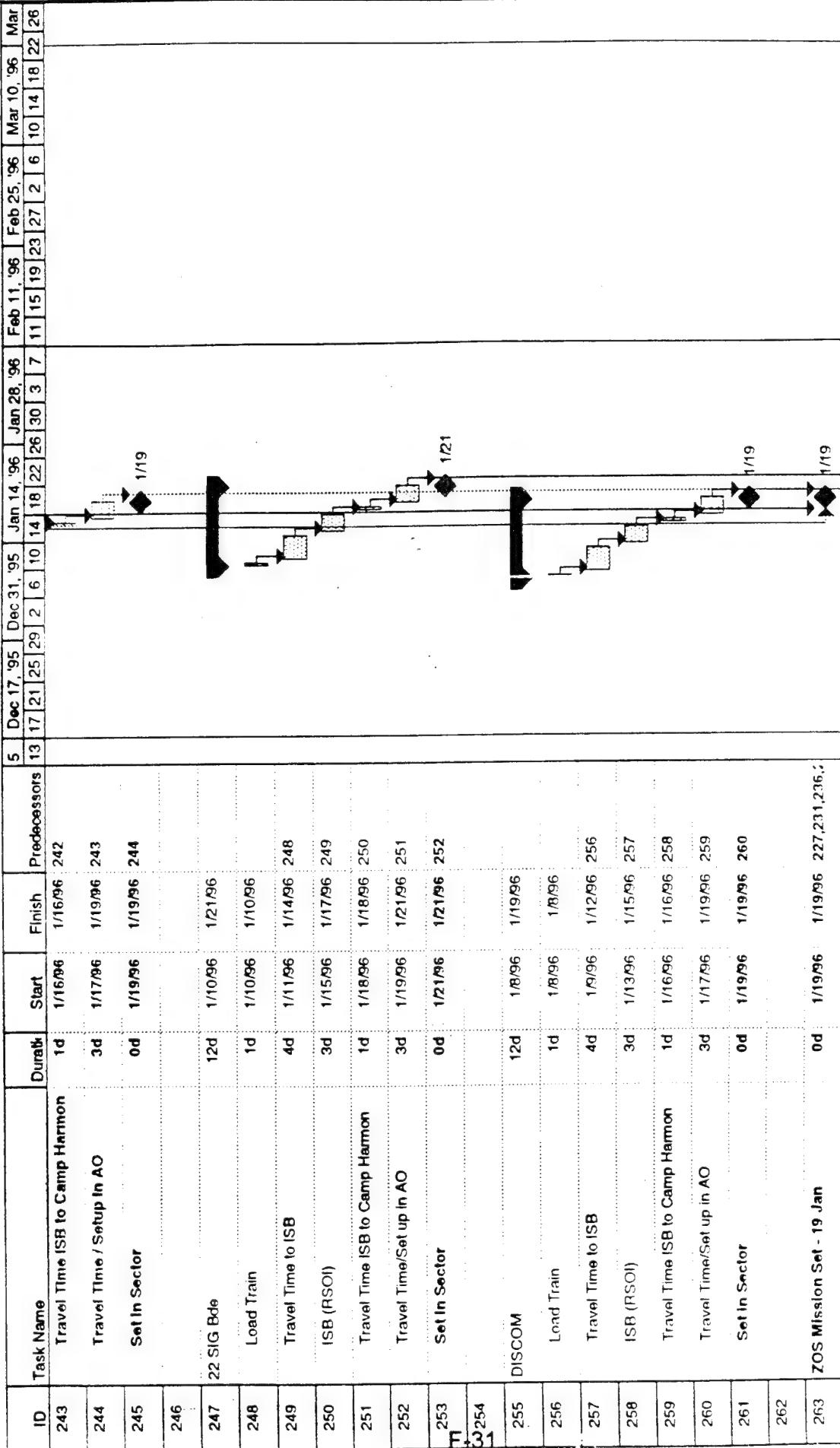
Rolled Up Task

Rolled Up Critical Task

Rolled Up Milestone

Rolled Up Progress

Unit Flow & Base Camp Construction
3 Feb 96



Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 18/96 9:51 AM

Milestone
Summary
Progress

Rolled Up Critical Task
Rolled Up Milestone
Rolled Up Progress

| Unit Flow & Base Camp Construction 3 Feb 96 | | | | | | | | | | |
|--|---------------------------------|-------|---------|----------|--------------|---|-------------|-------------|-------------|-------------|
| ID | Task Name | Start | Finish | Duration | Predecessors | 5 | Dec 17, '95 | Dec 31, '95 | Jan 14, '96 | Jan 28, '96 |
| 264 | Secure Area of Transfer - 3 Feb | 0d | 1/21/96 | 252.260 | | | | | Feb 11, '96 | Feb 25, '96 |
| 265 | | | | | | | | | Mar 10, '96 | Mar 26 |

◆ 1/21

F-32

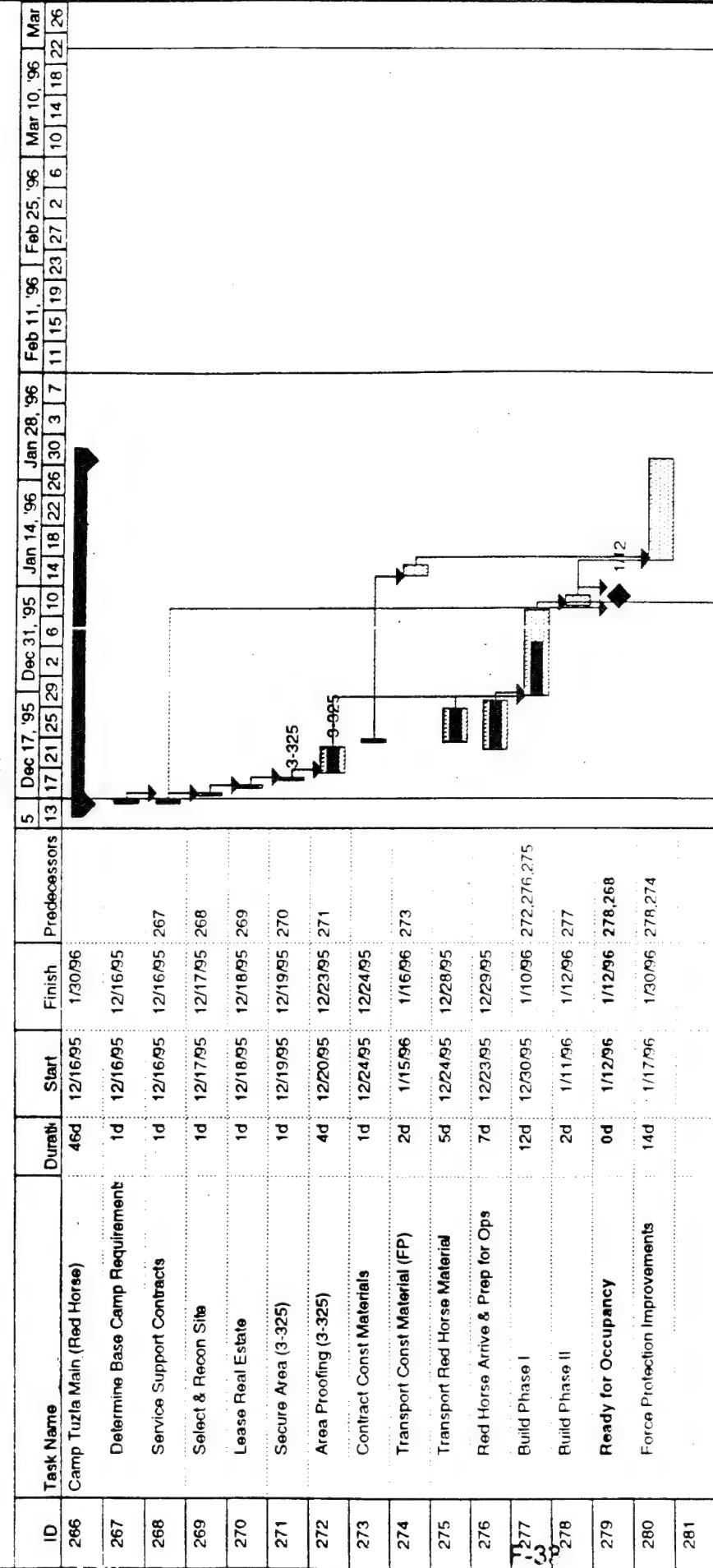
| | | | |
|--|---------------|-----------|-------------------------|
| Project: Unit Flow & Base Camp Construction (3 Feb 96) Date 1/8/96 9:51 AM | Task | Milestone | Rolled Up Critical Task |
| | Critical Task | ◆ | ◆ |
| | Progress | Summary | Rolled Up Milestone |

| | | |
|--|----------------|--------------------|
| | Rolled Up Task | Rolled Up Progress |
|--|----------------|--------------------|

Page 17

Unit Flow & Bas. -ip Construction

Unit Flow & Bas. -ip Construction

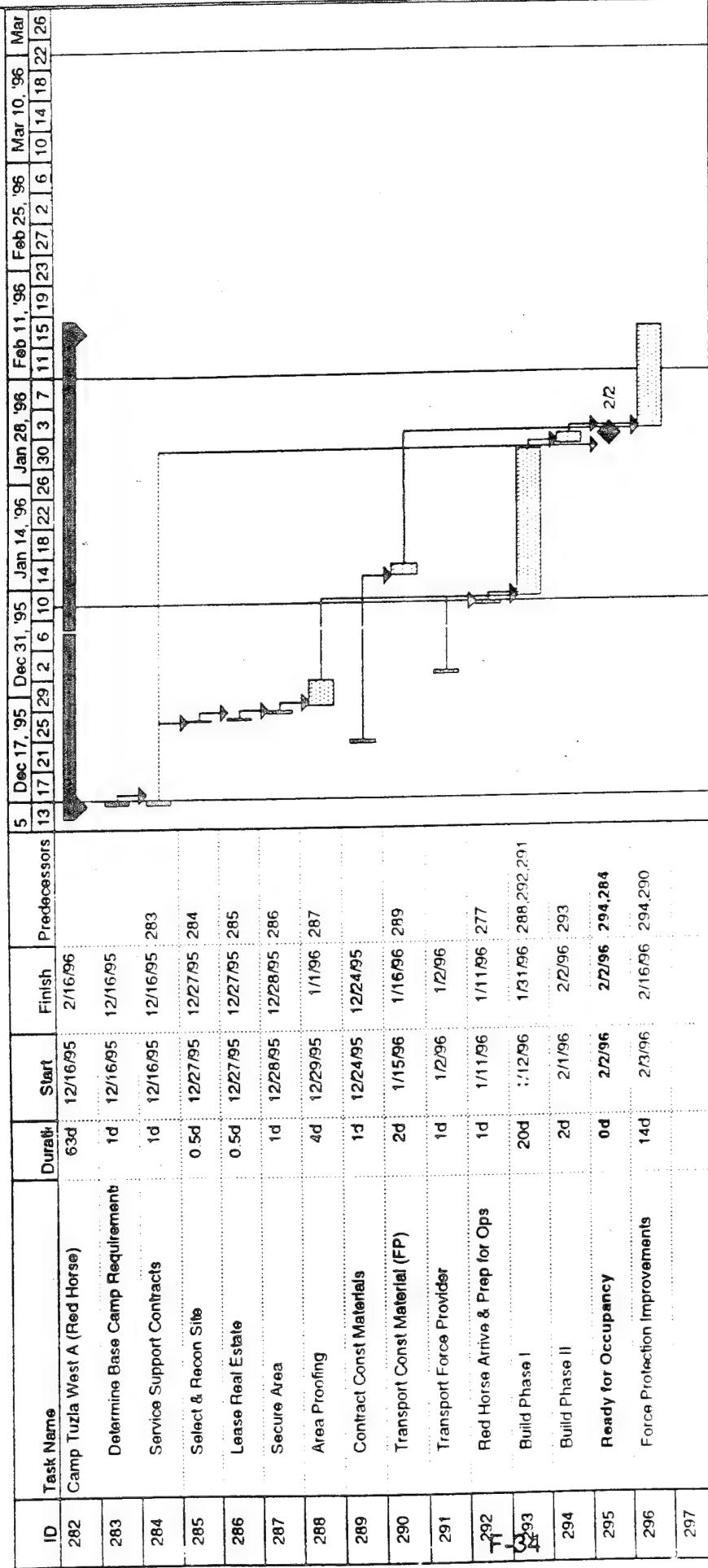


Project: Unit Flow &
Rase Camp Construction (3 Feb 96
Date 1/8/96 9:51 AM

Summary

Rolled Up Critical Task Rolled Up Milestone

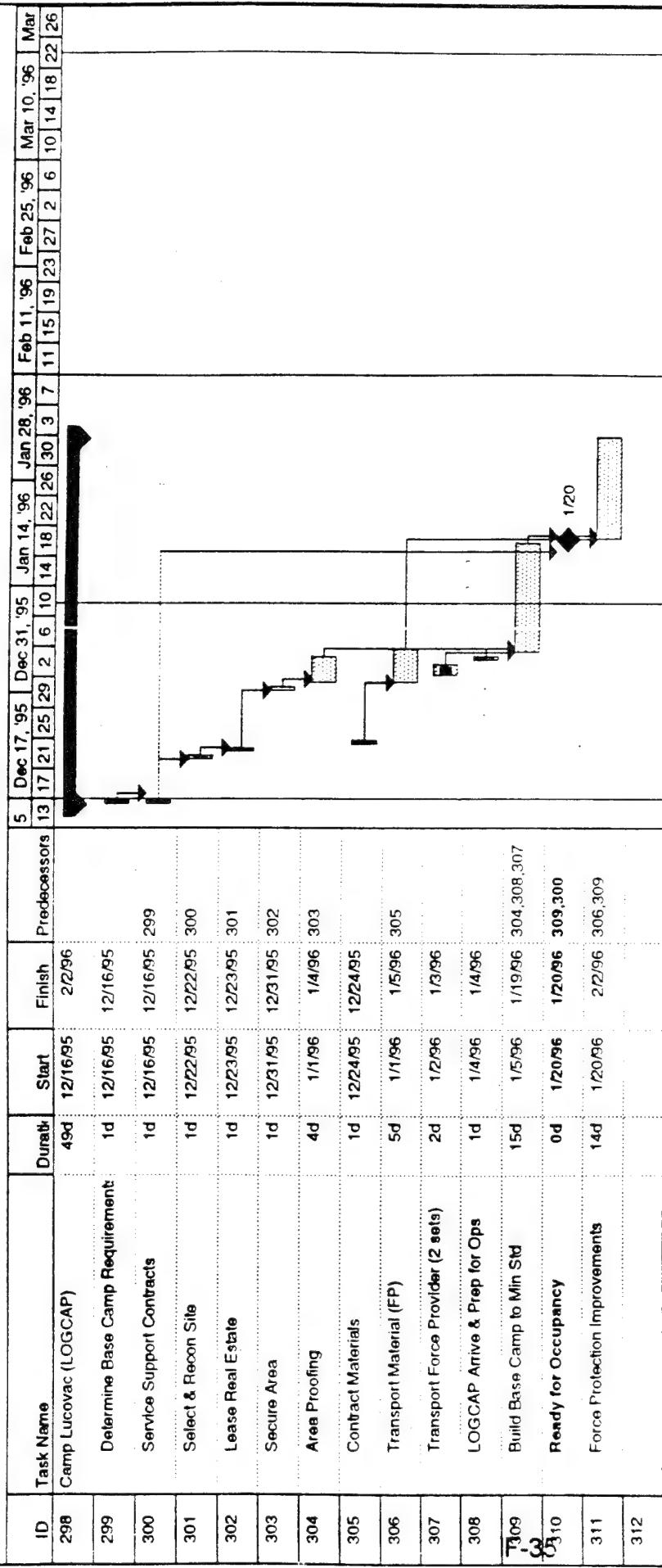
Unit Flow & Base Camp Construction
3 Feb 96



| | | | |
|---------|---|---------------|----------------|
| Project | Unit Flow & Base Camp Construction (3 Feb 96) Date 1/8/96 9:51 AM | Task | Milestone |
| | | Critical Task | Summary |
| | | Progress | Rolled Up Task |

| | |
|-------------------------|--|
| Rolled Up Critical Task | |
| Rolled Up Milestone | |
| Rolled Up Progress | |

Unit Flow & Baseline Gantt Construction
3 Feb 96



| | | | |
|---|---------------|----------------|-------------------------|
| Project Unit Flow & Base Camp Construction (3 Feb 96) Date 1/8/96 10:00 AM | Task | Milestone | Rolled Up Critical Task |
| | Critical Task | Summary | Rolled Up Milestone |
| | Progress | Rolled Up Task | Rolled Up Progress |

Unit Flow & Base Camp Construction

3 Feb 96

| ID | Task Name | Start | Finish | Durath | Predecessors | 5 Dec 17, '95 | Dec 31, '95 | Jan 14, '96 | Jan 28, '96 | Feb 11, '96 | Feb 25, '96 | Mar 10, '96 | Mar 26 |
|-----|-----------------------------------|-------|----------|----------|--------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|--------|
| 313 | Camp Tuzla West B (Red Horse) | 63d | 12/16/95 | 2/16/96 | | | | | | | | | |
| 314 | Determine Base Camp Requirements | 1d | 12/16/95 | 12/16/95 | | | | | | | | | |
| 315 | Service Support Contracts | 1d | 12/16/95 | 12/16/95 | 314 | | | | | | | | |
| 316 | Select & Recon Site | 1d | 12/31/95 | 12/31/95 | 315 | | | | | | | | |
| 317 | Lease Real Estate | 1d | 1/1/96 | 1/1/96 | 316 | | | | | | | | |
| 318 | Secure Area | 1d | 1/3/96 | 1/3/96 | 317 | | | | | | | | |
| 319 | Area Profiling | 4d | 1/4/96 | 1/7/96 | 318 | | | | | | | | |
| 320 | Contract Const Materials | 1d | 12/24/95 | 12/24/95 | | | | | | | | | |
| 321 | Transport Const Materials (FP) | 2d | 1/15/96 | 1/16/96 | 320 | | | | | | | | |
| 322 | Transport Force Provider (2 sets) | 1d | 1/3/96 | 1/3/96 | | | | | | | | | |
| 323 | Red Horse Arrive & Prep for Ops | 1d | 1/11/96 | 1/11/96 | 277 | | | | | | | | |
| 324 | Build Phase I | 20d | 1/12/96 | 3/11/96 | 319,323,322 | | | | | | | | |
| 325 | Build Phase II | 2d | 2/1/96 | 2/2/96 | 324 | | | | | | | | |
| 326 | Ready for Occupancy | 0d | 2/2/96 | 2/2/96 | 325,315 | | | | | | | | |
| 327 | Force Protection | 14d | 2/3/96 | 2/16/96 | 325,321 | | | | | | | | |
| 328 | | | | | | | | | | | | | |

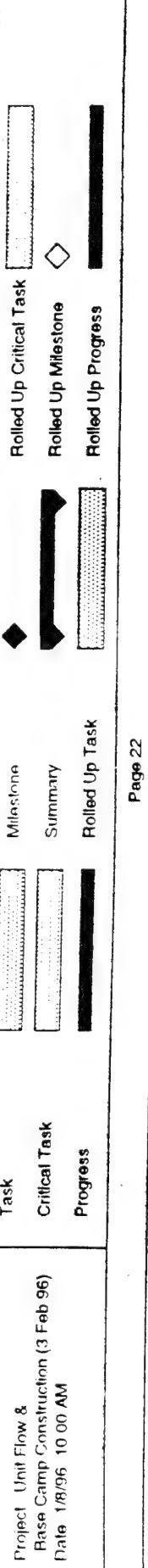
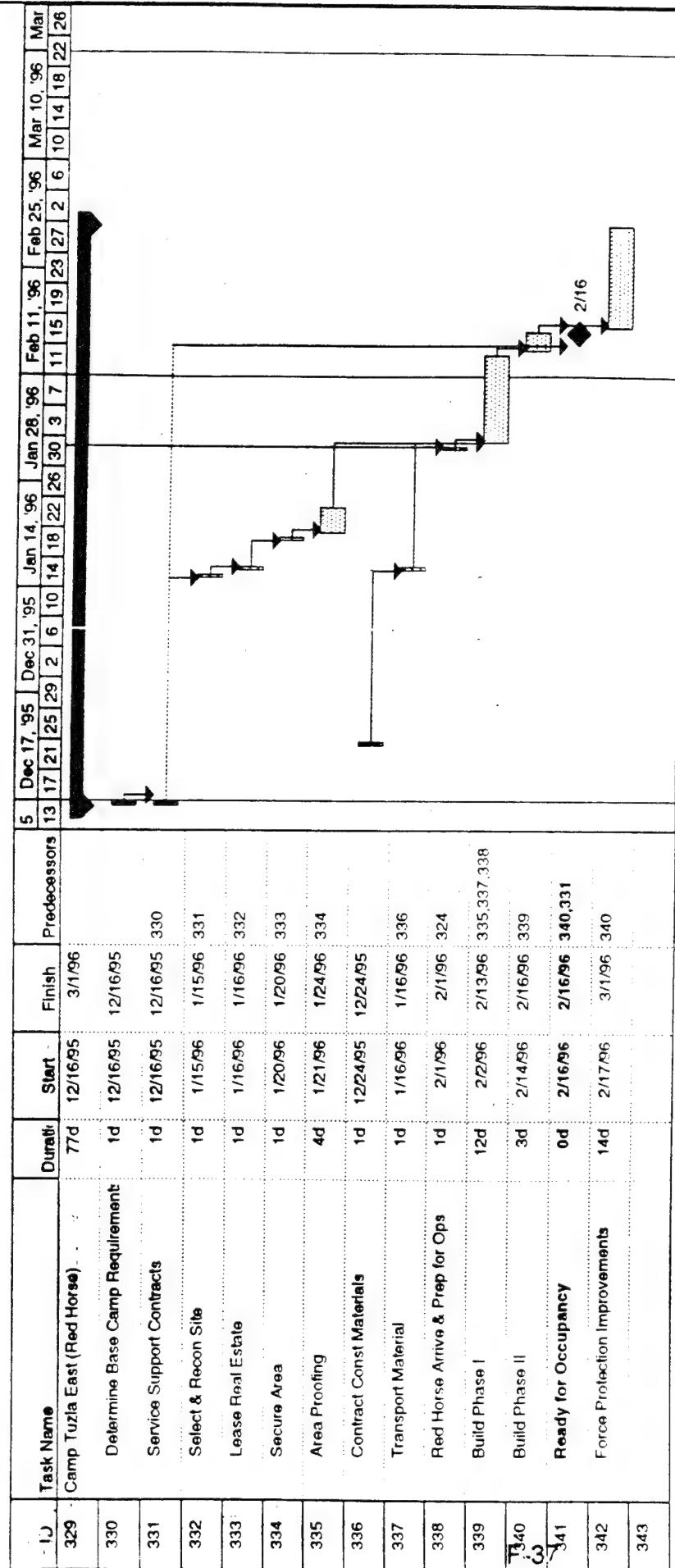


Task
Critical Task
Progress

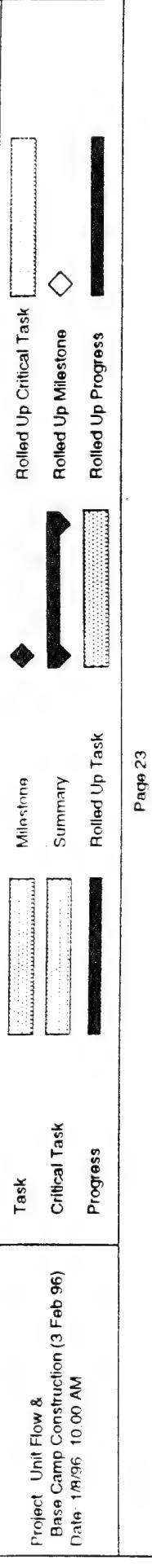
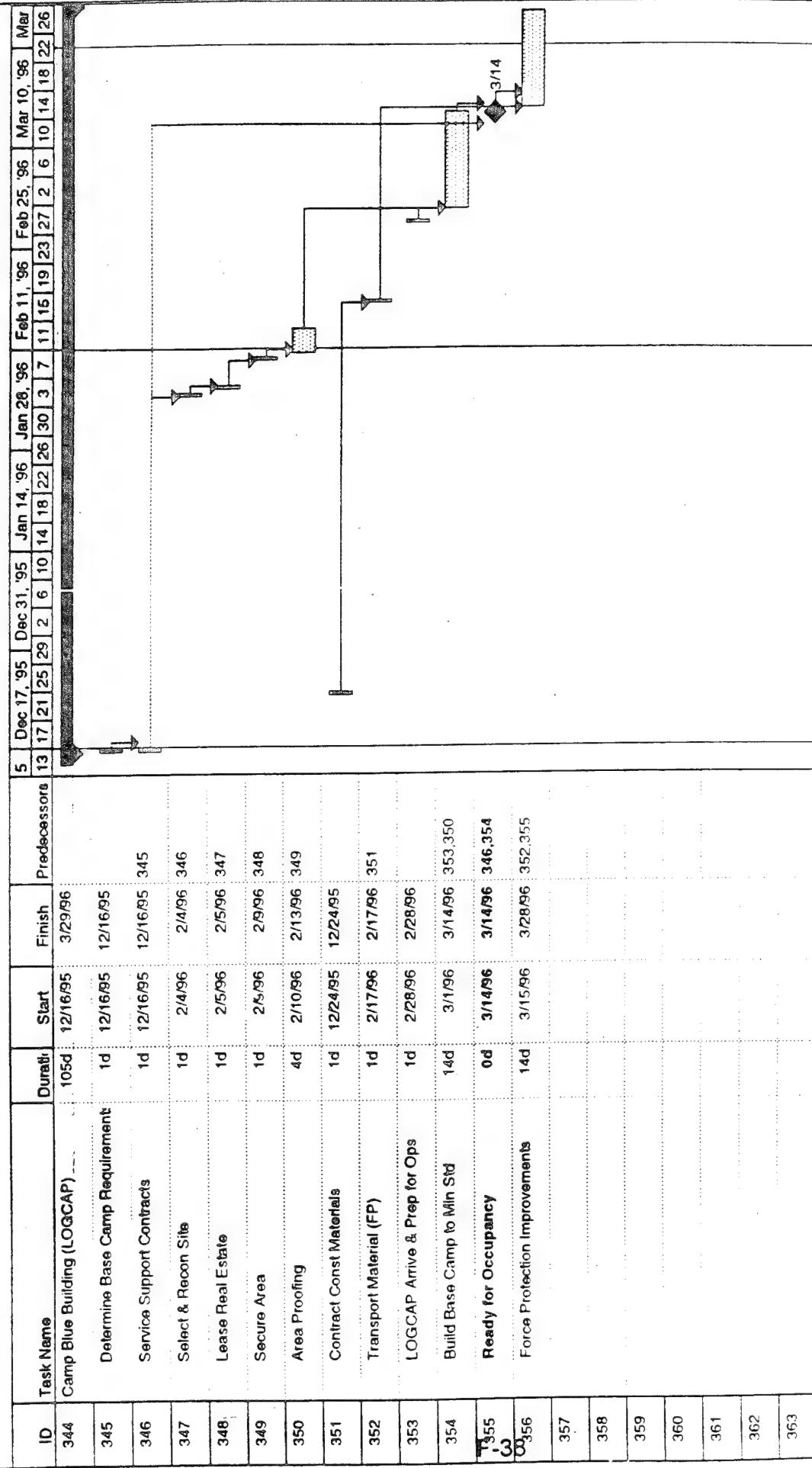
Milestone
Summary
Rolled Up Task

Rolled Up Critical Task
Rolled Up Milestone
Rolled Up Progress

Unit Flow & Baseline Construction
3 Feb 96

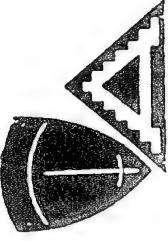


Unit Flow & Baseline - MP Construction
3 Feb 96



ANNEX 3

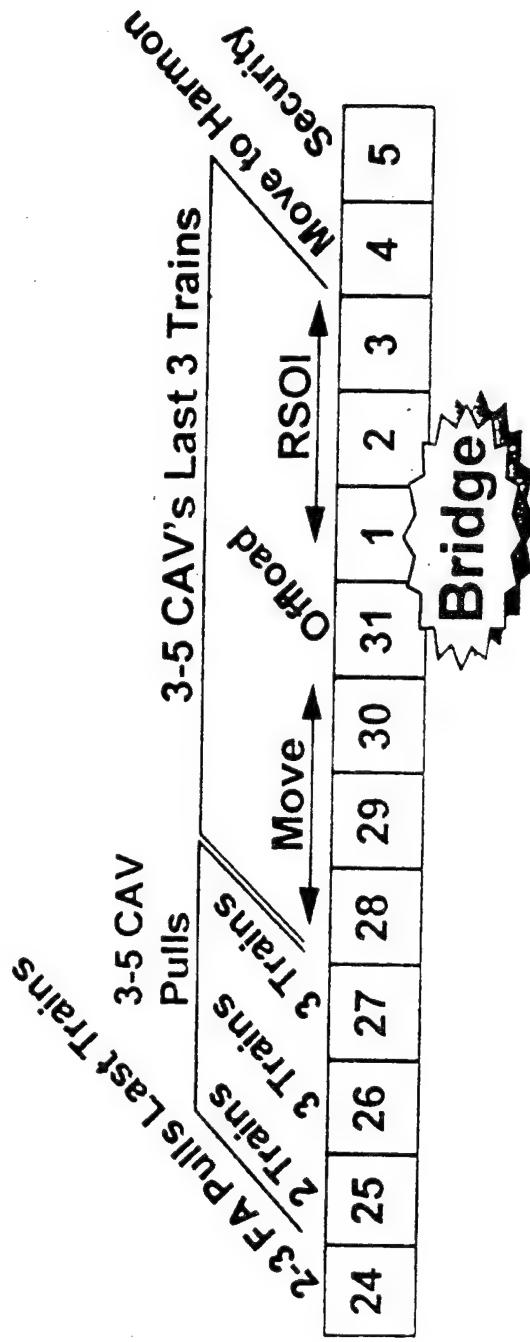
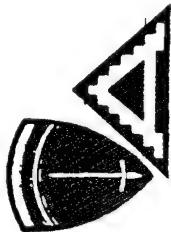
ORSA REFERENCE CHARTS



PERT Diagram Analysis

- Constructed PERT diagram. . . identified critical path: long pole is camp construction.
- Base construction will lag behind arrival of troops.
 - Engr timelines must factor 5 days for recon, site selection, security, area proofing, and surface prep.
- Fourteen days to build base camps: each day 1/14th of camps tents are completed and ready to occupy.
- Contracted construction material must arrive in Tuzla NLT 9 Jan.
- Rail move of B & C / 1-1 CAV, 3-5 CAV, and 2-3 FA behind schedule.
 - Bridge will be late by a few days unless we de-link 3-5 CAV from the crossing or accept 3-5 CAV(-).
- Need to speed deployment of 40th Engineers to ensure set by 19 Jan.
- Bed capacity in ISB and SA Harmon will be sufficient to handle the flow.
- Red Horse and Seabees are on tight timelines.

3-5 CAV Timeline



- 2-3 FA clears Kirch-Goens and Friedberg railheads 24 Dec.
- 3-5 CAV trains pull 25-27 Dec.
- 3-5 CAV offload at ISB complete 31 Dec, cues Bridge 1 Jan.
- OPTIONS to open Bridge sooner:
 - Delink 3-5 CAV from Bridge.
 - Accept 3-5 CAV (-) at ISB:
 - B Co and Bn HQ element offload 29 Dec.
 - A Co, D Co, HHC offload 30 Dec.
 - Tank Co & remaining HHC offloads 31 Dec.

Quick Reference Sheet
as of 260800DEC

| SeaBees | Ready Date | Red Horse | Ready Date | LOGCAP | Ready Date |
|---------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Harmon (#1) | 10 Jan 96 | Tuzla Main (#2) | 10 Jan 96 | Lucovac (#5) | 19 Jan 96 |
| 1st BCT BOB (#4) | 24 Jan 96 | Tuzla West A (#3) | 16 Jan 96 | 2nd BCT BOB (#6) | 29 Jan 96 |
| 1st BCT FOB A (#8) | 8 Feb 96 | Tuzla West B (#7) | 23 Jan 96 | 2nd BCT FOB A (#9) | 16 Feb 96 |
| 1st BCT FOB B (#11) | 24 Feb 96 | Tuzla East (#10) | 10 Feb 96 | 2nd BCT FOB B (#12) | 16 Feb 96 |
| | | | | Blue Building (#13) | 10 Feb 96 |

Camp Harmon ready date affected by critical path of SeaBee arrival date and transport of construction materials.

1st BCT BOB ready date delayed from 24 Jan to 29 Jan by transport of construction materials, and arrival of 23 ENG area proofing team. SeaBees on critical path if materials can be shipped sooner and 23 ENG can be there sooner.

1st BCT FOB A ready date delayed from 8 Feb to 15 Feb by arrival of SeaBees.

1st BCT FOB B ready date delayed from 24 Feb to 2 Mar by arrival of SeaBees.

Tuzla Main ready date affected by critical path of Red Horse arrival date and transport of construction materials.

Tuzla West A ready date affected by critical path of Force Provider materials and Red Horse arrival.

Tuzla West B ready date affected by critical path of Red Horse arrival.

Tuzla East ready date affected by critical path of Red Horse arrival.

Lucovac ready date affected by critical path of LOGCAP arrival on site.

2nd BCT BOB ready date delayed from 29 Jan to 11 Feb by arrival of 40 ENG area proofing team and the arrival of the 3-4 CAV to secure the area.

UNITS:

2-3 FA on a critical path to arrive and be prepared for mission by 19 Jan. One for one slippage for each day unit is delayed.

40 ENG set in sector date of 24 Jan does not meet the 19 Jan requirement to execute peacekeeping mission. Need to try to move unit sooner or shorten travel, RSOI, or set up times.

46 FSB(-) FLE set in sector date of 24 Jan does not meet the 19 Jan requirement.

123 MSB set in sector date of 27 Jan does not meet the 19 Jan requirement.

Base Camps

| | | |
|--|-------------------------------------|---|
| Harmon (SeaBees -SeaBees) | Cap=1100 | |
| 586 AFB 3-5 CAV (Initial) | 16 ENG | |
| 1st BCT BOB- Kime (SeaBees - Contract Material) | Cap=1800 | Tuzla-Main (Red Horse - RH Material) |
| 1 BDE HQ + SIG 1-1 CAV B/23 ENG | 94 ENG 501 FSB (-) FLE 2-3 FA | DIV MAIN/TAC 3-325 793 MP |
| | | 18 SIG BDE 18 MP B/25 FA (TAB) |
| 1st BCT FOB 1 - Summerall (SeaBees - Contract Material) | Cap=1200 | Tuzla West A (Red Horse - Force Provider-2 sets) |
| 3-5 CAV | | 2nd BCT ENG BDE DIV Troops |
| 1st BCT FOB B - Samurai (SeaBees - Contract Material) | Cap=1200 | Tuzla West B (Red Horse - Force Provider-2 sets) |
| 4-67 AR | | 4-12 Inf 3-4 CAV |
| | | 18 MP(-) 4th Bdc |
| 2nd BCT BOB (LOGCAP) | Cap=1800 | Tuzla East (Red Horse - Contract Material) |
| 40 ENG 4-67 47 FSB | | DIV Troops |
| 2nd BCT FOB 1 (LOGCAP) | Cap=1200 | Lucovac (LOGCAP - Force Provider-2 sets) |
| 4-12 INF | | DISCOM MSB |
| 2nd BCT FOB 2 (LOGCAP) | Cap=1200 | Blue (LOGCAP) |
| 2-68 AR | | 30 MED 16 CSG |
| | | Cap=1800 |

APPENDIX G

MOVEMENT BOARD PROCESS

MOVEMENT BOARD PROCESS

1. SPONSOR: DCSOPS - CINC's Initiative Group
2. OBJECTIVE: Describe the USAREUR Movement Board Process for COL Doggins, CINC's Initiative Group in preparation for brief to CINC.
3. BACKGROUND: USAREUR Movements Board was started in mid December to Review and Verify future (6 days out) Planned/EUCOM validated TPFDD movements. The goal was to determine and evaluate proposed changes, prioritize required movements, and update the TPFDD. Updated TPFDD is then used to generate improved air and rail schedules.
4. DISCUSSION: LTC Lally attended several USAREUR Movement Board meetings and interviewed key personnel. Results were used to describe the process in a chart.
5. RESULTS:
 - a. Charts were developed that illustrated the process and identified key players. Copies given to COL Doggins, CIG, and COL MacHamer, New Chairman of USAREUR Movements Board. See attachment for charts.
 - b. Two recommendations made to Chairman of the USAREUR Movements Board
 - (1) Generate a message to 21st TAACOM/1st TMCA via STACCS that prioritizes required rail and highway movements, and describes all changes. (An air message was already being sent via JOPES Teleconference to EUCOM J4-JME.) **Implemented.**
 - (2) Include DCSLOG and DCSENGR as regular members during the Base Construction Phase. **Implemented.**
6. STATUS: Project completed 21 Dec 95.



U.S. ARMY MOVEMENT BOARD PROCESS

Determine Units / Cargo Not Moved

Review & Verify
Planned / EUCOM
Validated TPFDD
(6 days out)

Determine & Evaluate
Proposed changes to
TPFDD

Update TPFDD
- Dates
- Mode
- Origin, etc.

Prioritize Required Movements
- Air: Teleconference Msg
 to EUCOM J4-JMC
- Rail/Hwy: STACCS Msg to
 21st TAACOM / 1st TMCA

G-3

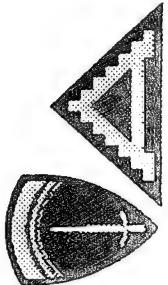
Add New ULNS to
TPFDD
(> 5 days out)

EUCOM Validates
Modified / New ULNs

USTRANSCOM / AMC
Generates Inter-Theater
Air Schedule

Dir, Mobility Forces
Air Mobility Element
Generates Intra-Theater
Air Schedule

TMCA Generates Adjusted
HWY / Rail Schedule



Membership

USAREUR CAT Team Chief (Chair)

V CORPSS (provides USAREUR FWD input)

21st TAACOM

1st AD

USAFFE LNO

TPFDD Consultants (DCSOPS & V CORPS)

Note: DCSLOG & DCSENGR probably should be regular members
(at least for the next 2 - 4 weeks).

5th Sig, MED, etc need to send reps when their units are under consideration.

APPENDIX H

DEPLOYMENT POPULATION PROJECTION

DEPLOYMENT POPULATION PROJECTION

1. SPONSOR: Director, Crisis Action Team

2. OBJECTIVE: Project the number of deployed personnel in Hungary, Croatia, and Bosnia-Herzegovina over time. Predictions are based on key treaty implementation dates.

3. BACKGROUND: EUCOM and DCSPER were constantly being bombarded with requests for predictions of number of personnel downrange on any given date. ORSA Cell developed a quick methodology for predicting the deployed population over time.

4. DISCUSSION:

a. Treaty implementation required unit deployment by key dates. See Annex 1.

b. CINC's Initiative Group analyzed the TPFDD and discussed the planned flow of forces with USAREUR Forward. They developed a series of timeline charts that depict the flow of units and the total number of deployed soldiers. See Appendix F, Annex 1.

c. DCSPER reports actual personnel deployments daily. See Annex 2 for an example.

d. Assumptions and methodology used to make projections is attached at Annex 3.

5. RESULTS:

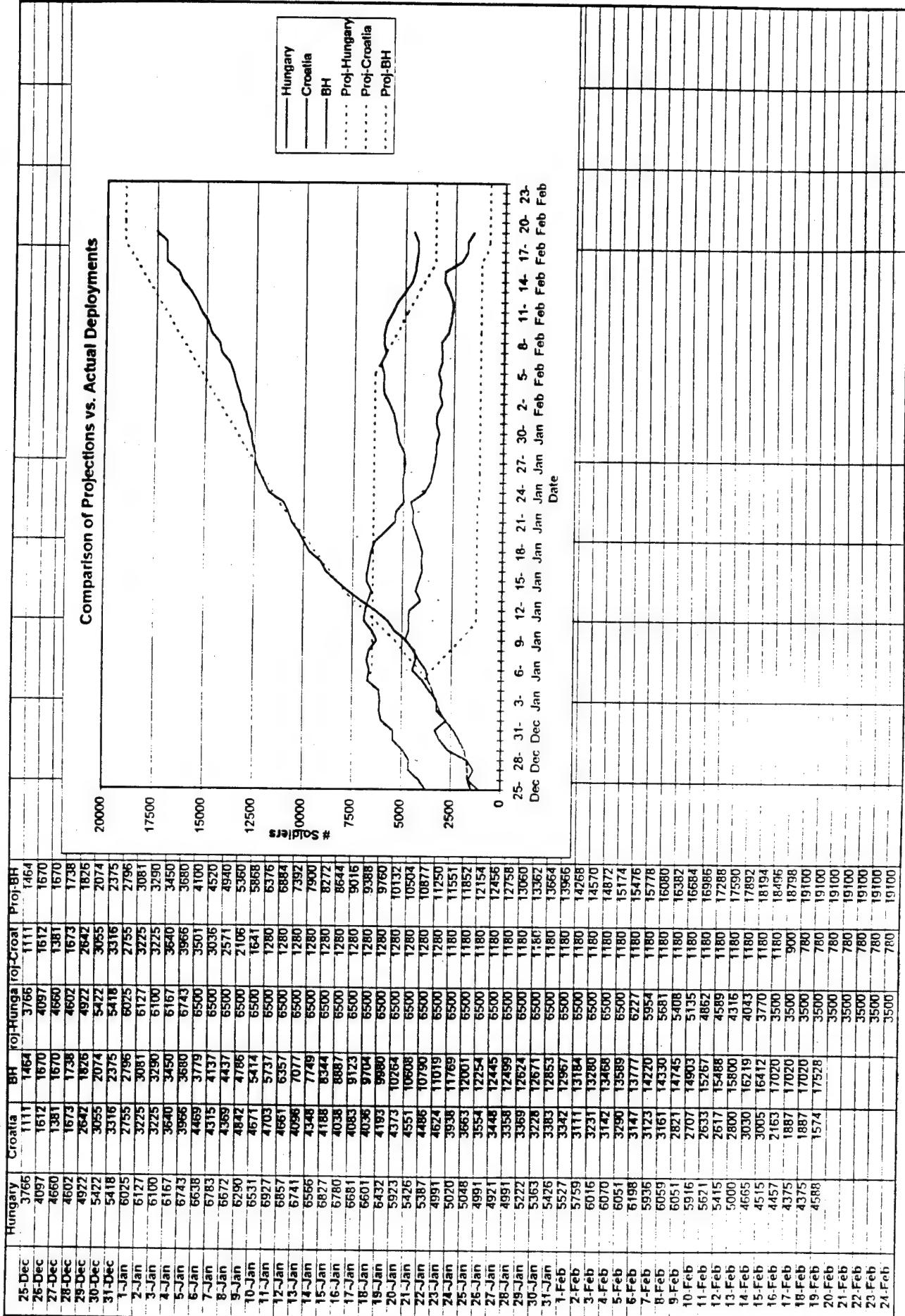
a. Provided projection chart and methodology to EUCOM and DCSPER with the caveat that the methodology was a reasonable way to project deployment populations 7 to 14 days into the future. The chart did a good job of projecting trends, ie increasing numbers of personnel in an area, or the fact that an area had reached a steady state and inbound roughly equaled outbound.

b. Actual deployment forecasts for number of personnel in Hungary and B-H was reasonable.

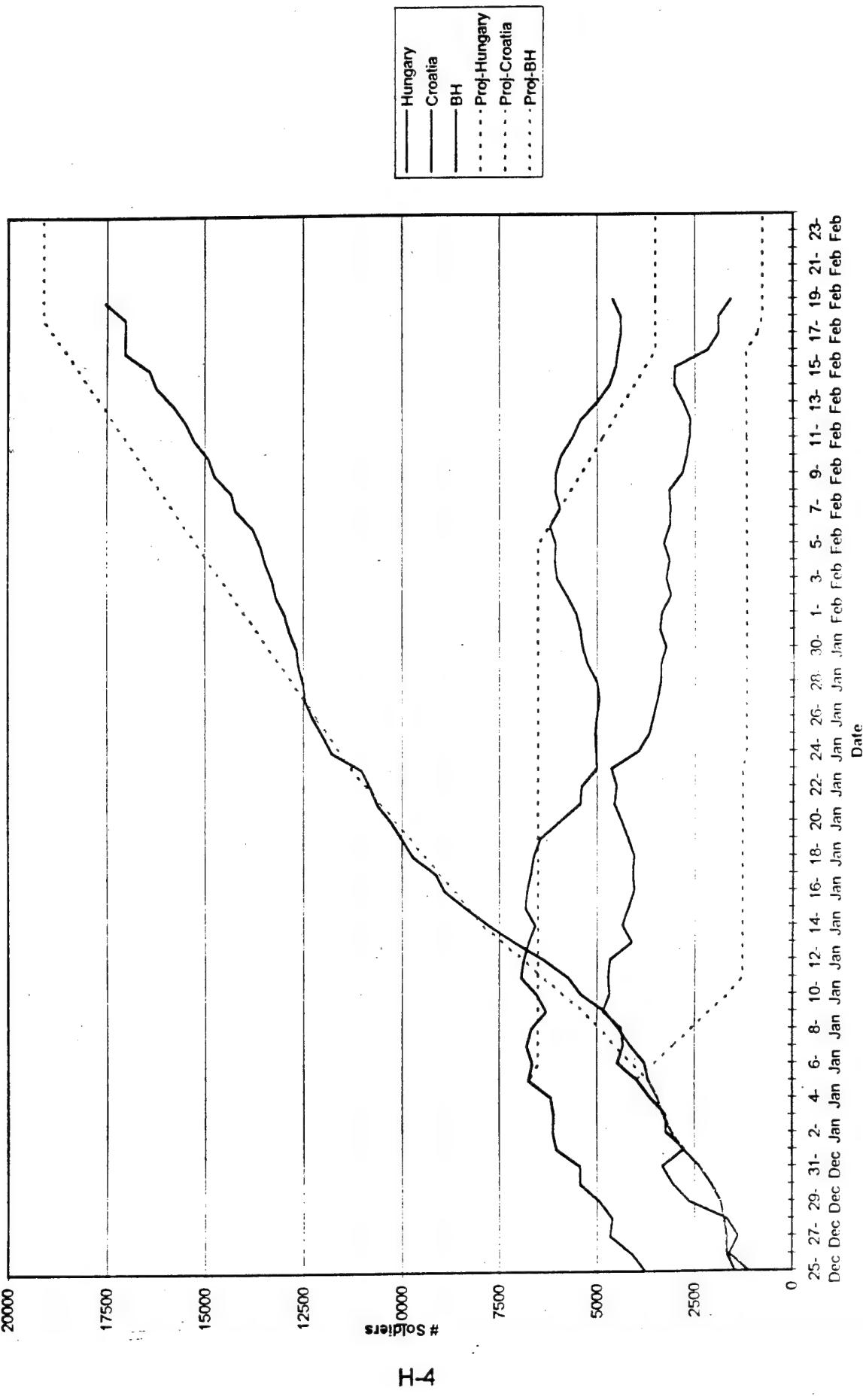
c. Forecasts for number of people in Croatia was never accurate. USAREUR FWD continually discussed reducing the number of personnel at Camp Harmon, but the drop in personnel staying at Camp Harmon did not occur until the end of the deployment.

d. Chart was used at action officer level to track actual numbers and support estimates on future numbers.

6. STATUS: Chart was maintained daily until approximately 15 Jan 96. See Annex 4 for charts from 5 Jan 96 (Initial Projection) and 19 Feb 96 (Actual deployment numbers). The next page shows a comparison of the 5 Jan 96 projections versus actual deployment populations



Comparison of Projections vs. Actual Deployments



ANNEX 1

FORCE PROJECTION STATUS

FORCE PROJECTION STATUS

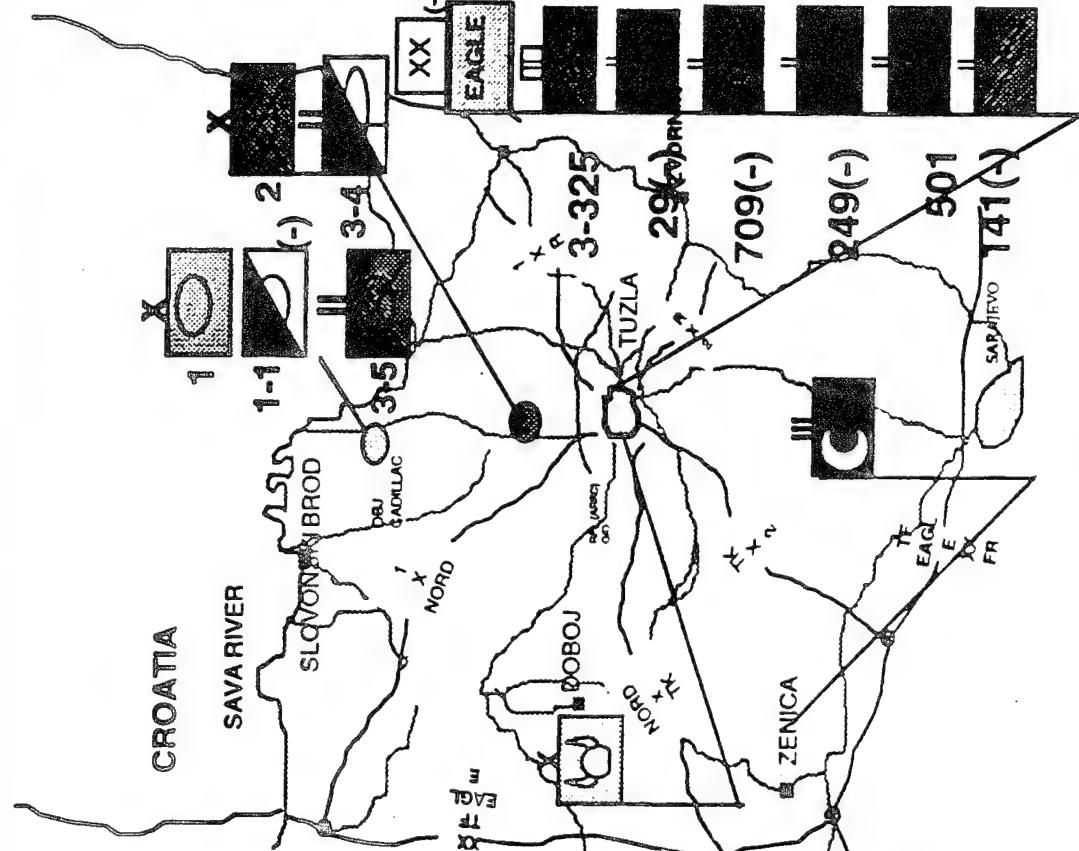
10 JAN 96



D+30
19 JAN

KEY MILITARY TASKS

- Monitor the ZOS
- Secure AOTs

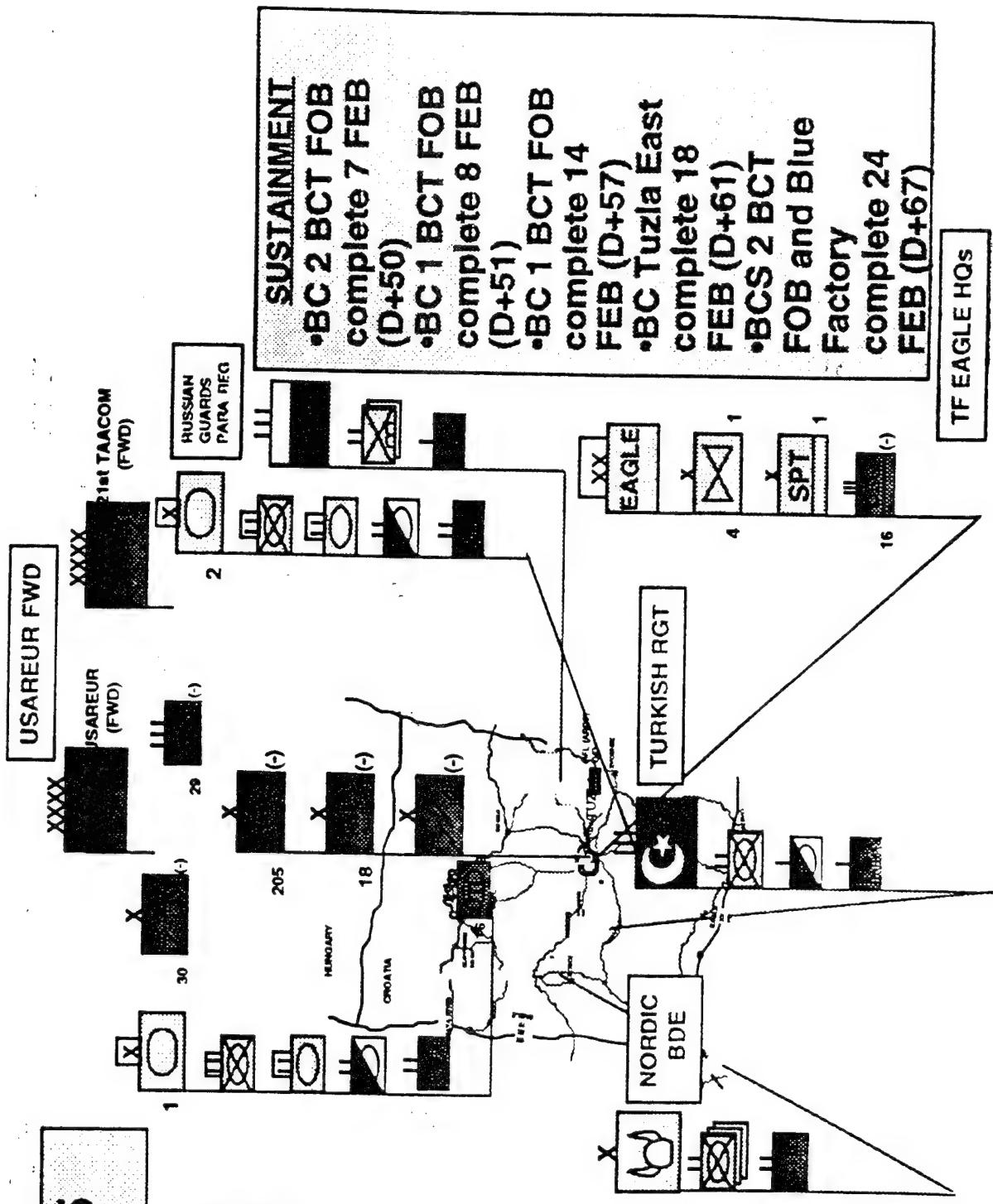


CAPABILITIES

| PLN ACT | MECH BN TFS | 3 | 3 |
|---------|-------------|---|---|
| | ABN INF BN | 1 | 1 |
| | CAV SQDRNS | 2 | 1 |
| | ATK BN | 1 | 1 |
| | ARTY BAT | 2 | 3 |

SUSTAINABILITY

✓ • 16 CSG (-) and DISCOM (-) in TUZLA
13 JAN Base Camp LUKEVAC complete
13 JAN (D+25)
2 FEB • Base Camp TUZLA West A complete 18 JAN (D+30)
4 FEB • Base Camp BOB for 1 BCT complete 22 JAN (D+34)
2 FEB • Base Camps 2BCT BOB and TUZLA West B complete 28 JAN (D+40)



ANNEX 2

PERSONNEL STATUS

PERSONNEL STATUS

062359 JAN 96



| <u>FORCES</u> | USAREUR REQ | IN HUNGARY | IN B-H | CROATIA | TOTAL DEPLOYED | % DEPLOYED |
|------------------|----------------|---------------|--------------|--------------|-------------------|---------------|
| NATO ENABLING | 426 | 7 | 141 | 257 | 405 | 96% |
| NSE | 3,537 | 3,363 | 0 | 34 | 3,397 | 96% |
| TF EAGLE | 19,920 | 3,413 | 3,996 | 4,024 | 11,433 | 57% |
| TOTAL | 23,883 | 6,783 | 4,137 | 4,315 | 15,235 | 64% |

LAST 24 HOURS: +349

IN TRANSIT:563

ANNEX 3

METHODOLOGY for PROJECTING DEPLOYMENT POPULATIONS

Projecting Deployment Populations

1. A methodology to project deployment populations is described below. The methodology provides a reasonable way to project deployment populations 7 to 14 days in the future.
2. A chart showing deployment numbers for Hungary, Croatia, and B-H was developed. Actual data through the current date are plotted with values extracted from the DCSPER daily charts for each of the three countries. Projections are based on reaching these specified interim goals by applying an average number of PAX entering B-H each day, until the cap is reached:

| <u>GOAL</u> | <u>DAY</u> |
|-------------|------------|
| 7,900 | 14 Jan |
| 11,250 | 23 Jan |
| 19,100 | 18 Feb |

See attached charts from DCSOPS-CIG for how the goals were determined.

3. The following assumptions were made:

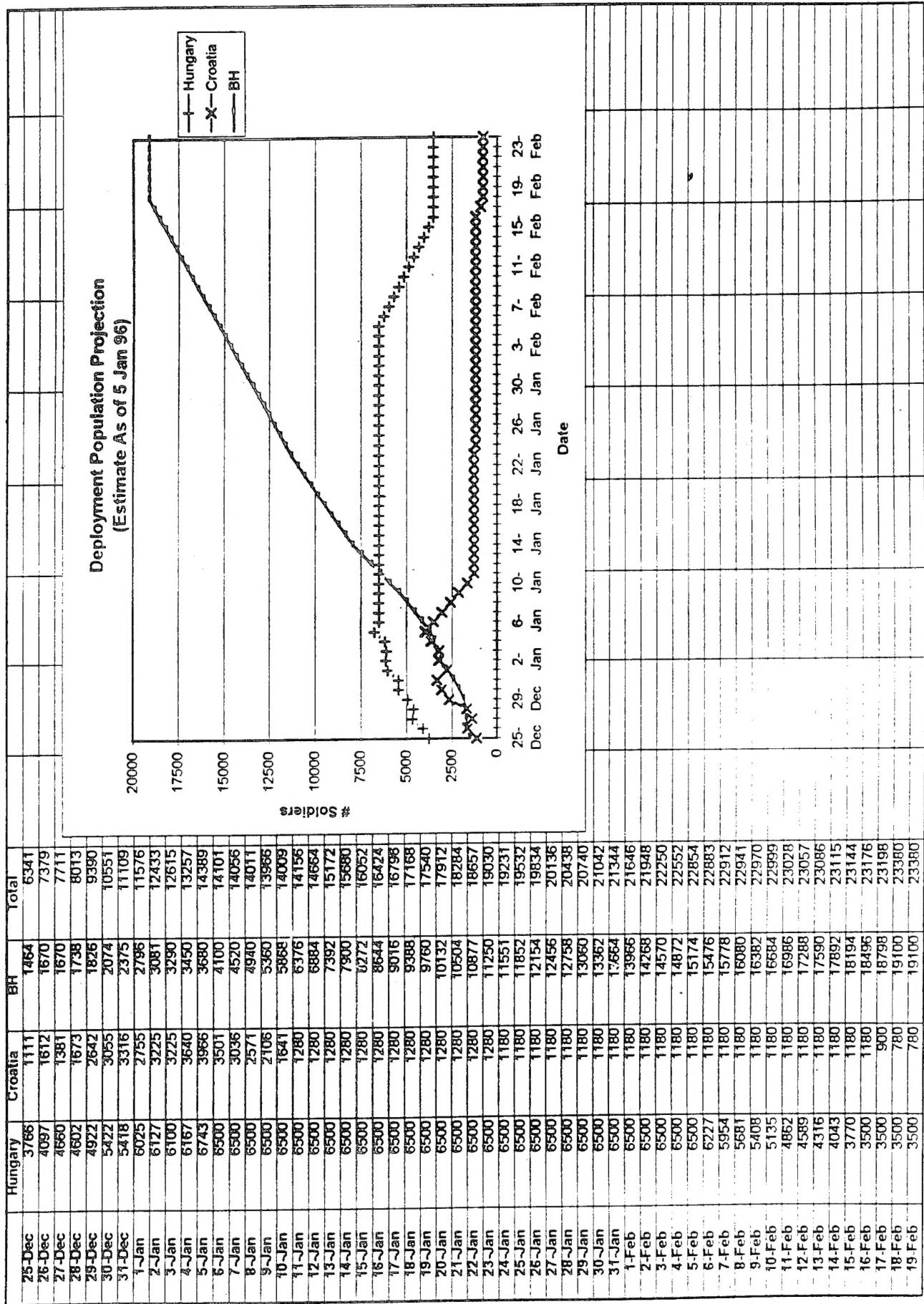
- a. The total number of PAX in Hungary would remain at approximately 6500 until near the end of the deployment.
- b. The number of PAX at Camp Harmon (located in Croatia) would draw down to approximately 1600 PAX and would remain at that level until near the end of the deployment. This represents approximately 850 people needed to run the camp and maintain the bridge, with the rest of the PAX being in transit. Once the flow of the troops has quit, the personnel located at Camp Harmon would be reduced to the 850 who run the camp and maintain the bridge.
- c. The number of PAX in Croatia for the NATO Enabling Force is approximately 280 and will remain at that level. This number was settled on after review of the DCSPER charts and the 30 Dec TPFDD. The DCSPER numbers varied, but seemed to be converging on the number of PAX identified in the TPFDD (280).
- d. Based on b and c above, the number of PAX in Croatia will draw down to approximately 1880 for most of the deployment, and then would be reduced to 1130 ($850 + 280$) for the steady state.
- e. The total deployment figure to all countries is 23,730.
- f. It was assumed that the number leaving the ISB in Hungary would be replaced with an equal number of people coming from the Central Region. This would continue until a total of 23,730 is reached. At that time, the number of PAX at the ISB would be systematically drawn down until the remaining population of 3,500 is reached. That remaining population is necessary to run the sustainment operation at the ISB.

Projecting Deployment Populations (Continued)

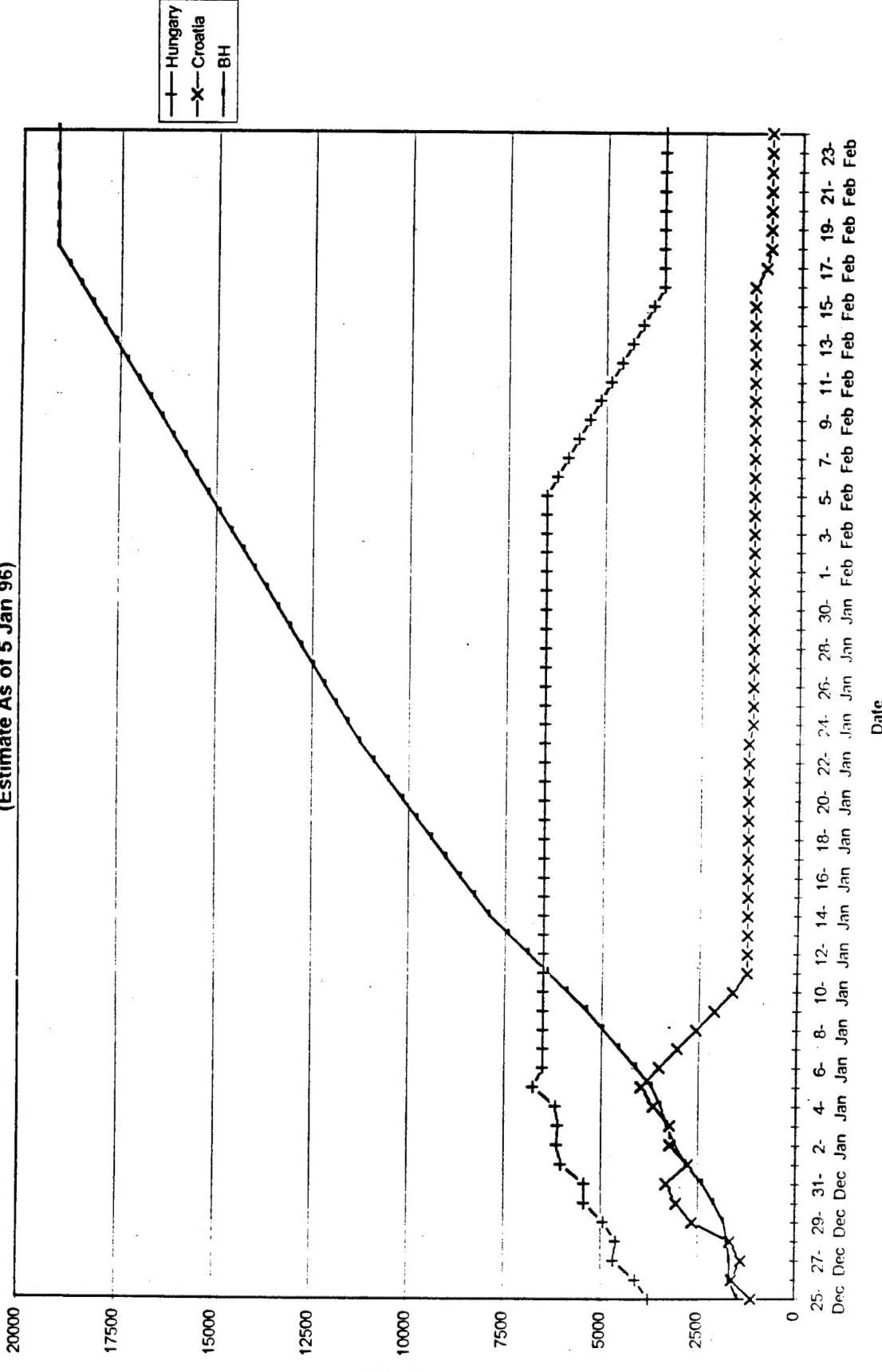
g. It was assumed that the number leaving Camp Harmon would be replaced with an equal number of people coming from the ISB. This would continue until no further PAX arrive from the ISB. At that time the population at the camp would be reduced to the steady state level.

ANNEX 4

**DEPLOYMENT
POPULATION
PROJECTIONS
and
ACTUAL
MOVEMENTS**



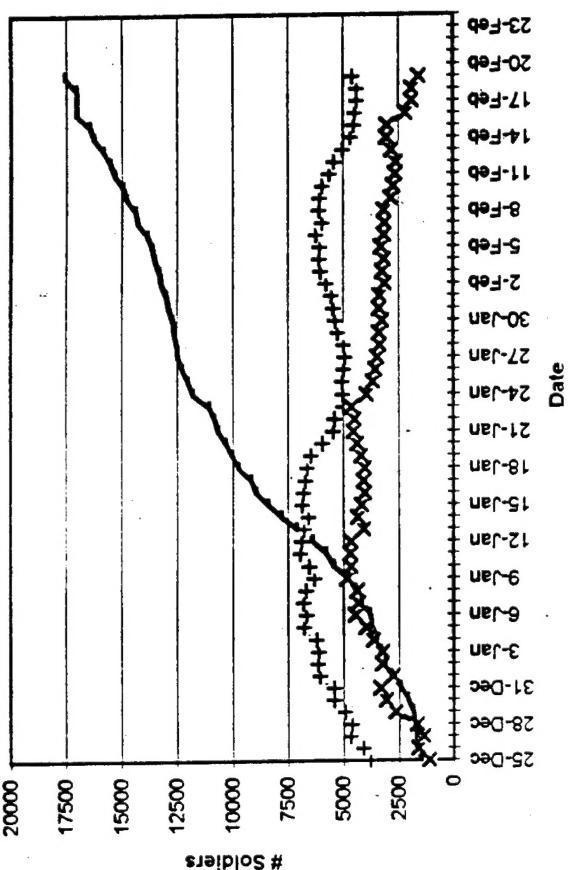
Deployment Population Projection
 (Estimate As of 5 Jan 96)



| | Hungary | Croatia | BH | Total |
|--------|---------|---------|-------|-------|
| 25-Dec | 3766 | 1111 | 1464 | 6341 |
| 26-Dec | 4097 | 1612 | 1670 | 7379 |
| 27-Dec | 4660 | 1381 | 1670 | 7711 |
| 28-Dec | 4502 | 1673 | 1738 | 8013 |
| 29-Dec | 4922 | 2642 | 1826 | 9390 |
| 30-Dec | 5422 | 3055 | 2074 | 10551 |
| 31-Dec | 5418 | 3316 | 2375 | 11109 |
| 1-Jan | 6025 | 2755 | 2795 | 11576 |
| 2-Jan | 6127 | 3225 | 3081 | 12433 |
| 3-Jan | 6100 | 3225 | 3290 | 12615 |
| 4-Jan | 6167 | 3640 | 3450 | 13257 |
| 5-Jan | 6743 | 3966 | 3680 | 14389 |
| 6-Jan | 6638 | 4469 | 3779 | 14886 |
| 7-Jan | 6783 | 4315 | 4137 | 15235 |
| 8-Jan | 6672 | 4369 | 4437 | 15478 |
| 9-Jan | 6290 | 4842 | 4785 | 15918 |
| 10-Jan | 6531 | 4671 | 5414 | 16616 |
| 11-Jan | 6927 | 4703 | 5737 | 17267 |
| 12-Jan | 6857 | 4661 | 6357 | 17875 |
| 13-Jan | 6741 | 4096 | 7077 | 17914 |
| 14-Jan | 6566 | 4348 | 7749 | 18663 |
| 15-Jan | 6827 | 4188 | 8344 | 19359 |
| 16-Jan | 6780 | 4038 | 8887 | 19705 |
| 17-Jan | 6881 | 4083 | 9123 | 19887 |
| 18-Jan | 6691 | 4036 | 9704 | 20341 |
| 19-Jan | 6432 | 4193 | 9880 | 20695 |
| 20-Jan | 5973 | 4373 | 10264 | 20580 |
| 21-Jan | 5426 | 4551 | 10608 | 20585 |
| 22-Jan | 5387 | 4486 | 10790 | 20653 |
| 23-Jan | 4991 | 4674 | 11019 | 20634 |
| 24-Jan | 5020 | 3938 | 11769 | 20727 |
| 25-Jan | 5048 | 3663 | 12001 | 20712 |
| 26-Jan | 4991 | 3554 | 12254 | 20799 |
| 27-Jan | 4921 | 3448 | 12445 | 20874 |
| 28-Jan | 4991 | 3358 | 12499 | 20848 |
| 29-Jan | 5222 | 3369 | 12654 | 21215 |
| 30-Jan | 5363 | 3228 | 12671 | 21262 |
| 31-Jan | 5426 | 3383 | 12853 | 21662 |
| 1-Feb | 5527 | 3342 | 12967 | 21836 |
| 2-Feb | 5759 | 3111 | 13184 | 22054 |
| 3-Feb | 6016 | 3231 | 13280 | 22527 |
| 4-Feb | 6070 | 3142 | 13468 | 22680 |
| 5-Feb | 6051 | 3290 | 13589 | 22930 |
| 6-Feb | 6198 | 3147 | 13777 | 23122 |
| 7-Feb | 5936 | 3123 | 14220 | 23279 |
| 8-Feb | 6059 | 3161 | 14330 | 23550 |
| 9-Feb | 6051 | 2821 | 14745 | 23617 |
| 10-Feb | 5916 | 2707 | 14903 | 23526 |
| 11-Feb | 5621 | 2633 | 15267 | 23521 |
| 12-Feb | 5415 | 2617 | 15488 | 23520 |
| 13-Feb | 5000 | 2800 | 15800 | 23600 |
| 14-Feb | 4665 | 3030 | 16219 | 23914 |
| 15-Feb | 4515 | 3005 | 16412 | 23932 |
| 16-Feb | 4457 | 2163 | 17020 | 23640 |
| 17-Feb | 4375 | 1887 | 17020 | 23282 |
| 18-Feb | 4375 | 1887 | 17020 | 23282 |
| 19-Feb | 4588 | 1574 | 17528 | 23690 |

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Deployment of Soldiers to Bosnia-Herzegovina



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